



Manchester United Limited

Annual Post Season Safety Report

2017-2018 Season

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REPORT OF THE STADIUM SAFETY OFFICER TO THE TRAFFORD METROPOLITAN BOROUGH COUNCIL SAFETY ADVISORY GROUP

1. PURPOSE OF REPORT

This report details the safety & security issues pertaining to the 2017 – 2018 season and is submitted in support of the General Safety Certificate (GSC) application for the 2018 – 2019 season.

The report identifies and highlights the relevant issues associated with all aspects of spectator safety within and under the control of Manchester United Safety Management throughout the 2017 – 2018 season, in accordance with Section 3.8.2 of the MUFC Safety Manual.

2. EXECUTIVE SUMMARY

The period under review runs from 13th August 2017 until 16th June 2018. These dates relate directly to the 2017 – 2018 season plus a period of concert events held at the stadium.

The scale and diversity of the seasonal match / event programme continues to produce impressive statistics pertaining to attendance, variety of events and improvement to safety management and customer care. This data has been extensively and comprehensively collated into the Appendices contained later within this report.

There have been a total of 35 events/matches hosted with a spectator attendance in excess of 2.1 million. The events/matches have consisted of 19 x Premiership, 2 x FA Cup, 1 x Carabao Cup, 4 x UEFA Champions League, 1 x Rugby League Grand Final, 3 x Premier League 2, 2 x Concerts, 1 x Soccer Aid, 1 x Legends game and 1 x Munich Memorial service.

There continues to be valuable assistance, cooperation, support and guidance from our inter agency operational work with the Greater Manchester Police (GMP), Greater Manchester Fire & Rescue Service (GMFRS), North West Ambulance Service (NWAS), St. John Ambulance Service and Trafford Metropolitan Borough Council (TMBC).

3. RECOMMENDATION(S)

This report is submitted to show how the requirements placed upon Manchester United Football Club Safety Management, by the General Safety Certificate (GSC) issued for the 2017– 2018 season, have been successfully and professionally concluded.

It is intended that this documentation and data will support the Manchester United Football Club application made to Trafford Council for the renewal of the GSC for the forthcoming 2018 – 2019 season.

4. SPECIFIC MATTERS ARISING

4.1 Safety Management:

Throughout the season the Safety Management Team (SMT) has continued to develop and have demonstrated their capabilities as an effective and efficient team.

In July 2017 the Club appointed a Head of Security in a new role to manage and oversee the SMT and provide a new organisational structure within the department. April 2018 also saw the Club appoint a new Safety and Security Manager to succeed one of the outgoing Deputy Heads of Safety and Security.

Throughout the season the SMT has undergone several high level audits to ensure that their practices and policies remain a benchmark for stadium safety operations. These audits have been conducted by internationally renowned companies and all have been highly complementary regarding the work of the SMT and the levels of safety and security being maintained at Old Trafford.

The Gold / Silver / Bronze (GSB) Police management system associated with the match day operation continues to operate well. Pre-Match intelligence meetings continue to take place between the Silver Commander and Safety Officer with the agreed agenda capturing all aspects of the planning and delivery phases. The Silver Commander remains in direct communications through a variety of media with the Bronze Match Commander based in the MUFC Stadium Control Room. This system continues to be operationally sound and causes no concerns to either party.

TMBC continue to control the match day 'Traffic Management Plan', and coordinate their pre and post-match day operation through an external agency with associated support from MUFC and GMP where appropriate. Despite the significant and ongoing road works connected with the expansion of the Metrolink, traffic management has been well managed ensuring the continued safety of spectators arriving and departing at Old Trafford.

Manchester United car park operations continue to operate daily from 0700-1900 successfully managing 5175 vehicle spaces including 300 accessible bays across the thirteen official car parks. All issues associated with congestion in the car parks before and after a match are constantly monitored and managed to ensure that any congestion that may impact on the free flow of traffic is kept to a minimum and returned to normality as soon as possible.

The SMT continue to use the Aware Manager system as a reliable and efficient system which accurately records match day incidents, maintenance issues, medical treatment data, arrests, ejections and refusals. The information is subsequently used to compile the post-match report. The system is fully auditable and provides an excellent safety assessment and evaluation tool. The continued use of the 'Aware manager'¹ mobile applications throughout the 2017-18 season ensured that all actions were completed methodically and that the record of events was captured in real time. The SMT also provide a pre match report associated with this data to the Head of Venue Operations as an additional method of safety positive affirmation.

¹ AwareManager is a provider of facility management software for commercial and corporate real-estate properties, stadiums, healthcare facilities, offices and similar venues. It offers maintenance scheduling, maintenance of risk ledgers, recording insurance certificates, tracking incidents and escalating issues via appropriate channels.

The MUFC risk management processes examined all areas of operational business and coordinate positive affirmation work to ensure that any risks identified were addressed. As an ongoing and continuous process all areas of the SMT roles and responsibilities are examined to ensure that they are of the highest standard. Such areas include the SMT manuals and policies, structured reporting procedures, escalation policies and control measures.

On a match day, the SMT continue to use a 'loggist' in the stadium control room. This is an individual who is dedicated to logging down decisions made by the SMT in response to activities and incidents that occur during the certified time. This is done in real time to provide an accurate record of activity. Joint Decision Making Model (JDMM) training was also delivered to the SMT and wider key security management personnel. The JDMM is widely used by police and other emergency services in line with the Joint Emergency Services Interoperability Programme (JESIP).

Social media is continually monitored within the control room. This enables the Safety Officer to be made aware instantly of any developing news stories globally which may affect the safety and security operation on match-day. In addition the SMT have a member of the MUFC media team on duty to assess and advise on developing issues or assist with large scale communications.

All SMT processes are supplemented with the use of the 'Steward Match Day Incident Reports'. This entails the post-match hand written completion of an incident form(s) by steward supervisors from all sections, in relation to any pertinent issues occurring within their own areas, which they feel should be reported back to the SMT. These issues relate to potential safety matters, equipment defects, security issues, ejections, damage, medical scenarios etc. and once again are all fully auditable. This process ensures improved reporting of a relevant and consistent nature. Accordingly, the quality as well as the volume of incident report continues to remain at a constant rate based on previous seasons' data.

The Steward Training programme continues to be delivered by our now established training provider – Controlled Solutions Group (CSG). This ensures that MUFC support all its stewards in their requisite training and role competencies in accordance with the NVQ Training Level 2. The Controlled Event Solutions (CES) match day security stewards are also trained to the same NVQ Level 2 by their parent company provider CSG. The online NVQ work is further supplemented by a small team of steward training assessors, who continue to undertake continual assessment and evaluation work with the stewards on match days. The training provider is audited by the SMT on a quarterly basis to ensure that high quality standards are maintained. The recruitment process of stewards now takes place bi-monthly; there has been a satisfactory number of applicants throughout the year. All new stewards recruited to the role, are required to complete the full online training package with an associated examination before they become eligible to commence match day employment, further enhancing the capabilities and competencies of new stewards and showing full compliance with the general safety certification requirements. The steward training package continues to improve with additional training input provided in relation to disability awareness. There is also a separate training package provided by 'Level Playing Field'² for the benefit and training of the Stadium Access Stewards.

² LPF is a registered charity in England and Wales, and acts as a campaigning and advisory organisation to its membership and other parties across all sports. You will find information on disabled fans facilities at clubs and stadia, along with useful disability and access reports, guides, good practice documents and general disabled supporter information. Please visit <http://www.levelplayingfield.org.uk/>

Extensive hardware & software work continues to be undertaken with the Skidata³ electronic turnstile and entrance access system to ensure data is continually and accurately produced and presented, which the SMT can utilise to evaluate match day capacities, flow rates and entry trends to all sections of the stadium.

The SMT continue to test the match day and non-match day evacuation plan with scenario testing held during 'silent evacuations' exercises which test the building and safety systems. An extensive and bespoke table top exercise was developed with Greater Manchester Police and took place in September 2017. The attendance at this table top exercise was expanded to include the involvement of match day casual stewarding and security staff that greatly benefit from this tactical exercise. In addition, a bespoke table top exercise was developed and delivered in May 2018 in relation to the concerts that were being held at the stadium during June 2018.

The annual ground inspection tests have again been carried out by 'Capita Structures' in the closed season, in order to ensure full compliance with the requirements of the 'Green Guide'. The resultant report and documents proved satisfactory and passed to the TMBC Licensing Officer for his attention.

As already mentioned, the 'MUFC Safety Manual' is continually under review, amendment and update in order to complement current safety structures, systems and protocols in accordance with the requirements of the General Safety Certificate. The TMBC Licensing Officer is kept fully apprised of any SMT developments and consulted on all relevant issues.

4.2 Security:

The security for both match day and non-match day operations remains contracted to 'Controlled Event Solutions' (CES). The SMT maintain a close working relationship with CES with continual liaison, review and de-brief to ensure that the security arrangements both complement and support all current intelligence, events, threat levels, necessary safety policy, protocols and deployments.

In association with the SMT, the Security Operations Manager from CES continues to work hard to evaluate and improve all security delivery in an effective and efficient manner to MUFC. All security arrangements are continually assessed and re-evaluated, resulting in an appropriately managed and coordinated delivery, thereby ensuring robust security is maintained 24/7 in and around the stadium, satellite properties and other complexes on both match and non-match days.

During 2017-18 several independent audits of both match day and non-match day security were conducted by the previously mentioned independent external security risk management companies. The outcome of the reviews was very positive. A number of incremental improvements were recommended, the majority of which had already been identified by the ongoing MUFC internal review process.

Despite these positive audits, the security operations are continually re-examined and scrutinised to ensure an effective security presence is in place to proactively manage all aspects and factors involved with the match day security. A periodic programme of SMT

³ SKIDATA AG is a global company and a worldwide leader providing access solutions and [visitor management](https://www.skidata.com/en/corporate/about-skidata/). Please see <https://www.skidata.com/en/corporate/about-skidata/>

led penetration testing alongside match day quality assurance checks ensures that a continuous improvement culture permeates through all those involved in the operation.

The current 'National Terrorist Threat Level' has been classed as 'Severe' which is the second highest level of threat (a terrorist attack is highly likely) since August 2014. The London Underground attack on September 17th 2017 led to the threat level being escalated to 'Critical' (a terrorist attack is expected imminently), and during this period we held our first fixture whilst the national threat level was at this elevated status (MUFC v Everton fixture on 17th September 2017). The SMT 'Raised Threat Response Plan' was put into action to protect staff and visitors to the stadium during this time and ensured that the fixture took place without incident.

The season saw the implementation of the MUFC "Restricted bag policy". This policy ensured that only bags within a certain accepted size (20cm x 15cm x 5 cm) were allowed into the stadium and this was only following a search and tag procedure. This measure was introduced to further develop the MUFC security strategy which was heavily revised following the Manchester Arena attack. The implementation of the policy saw the development of bag drop provisions on the stadium footprint to accommodate any supporters who failed to heed the communications sent by the club in relation to not bringing a bag to the stadium. Throughout the season the bag drop operation has developed and grown and will be fully reviewed prior to the 2018-19 season.

Our Counter Terrorism Security Manager continues to liaise with the GMP Counter Terrorism Security Advisor (CTSA) who together continually assess the current measures and recommend additional measures where appropriate. The NaCTSO scoring matrix assesses our security provision against challenging nationally recognised standards. The SMT have continued to make significant improvements during the course of last season.

The online counter terrorist awareness course, developed last season, continues to be a mandatory annual requirement for all MUFC staff.

The SMT continues to use specially trained dogs to prevent and detect explosives and pyrotechnic devices. The explosive search capability is now an essential part of pre-match stadium search procedures and this is in addition to a pyrotechnic dog scanning operation for supporters.

In conjunction with the police, the SMT will explore and evaluate all available intelligence in order to gauge all stadium safety and security responses. This in turn is passed onto CES to ensure there is no relaxation of security policies and a full recognisance of national threat levels is acknowledged, anticipated and understood.

Security access to the stadium on both match and non-match days continues to be proactively managed by CES. The security accreditation system also remains essential to a tight security regime. The security accreditation system encompasses the press, media, contractors and visitors to the stadium on match-days. All these people are also subject to match specific passes and wristbands with security escorts where appropriate, to further highlight and focus minds that stadium access is strictly controlled and non-authorized entry is activity discouraged and prevented.

On a match day, the SMT have enabled CES deployments to proactively target many issues in direct support of its policies and the overall safety and security of the supporters. Some of these operations have included, ticket touting, concessionary ticket misuse, away in home policy, clandestine smoking within the stadium, persistent standing,

drunkenness and 'drinking in view of the pitch' offences. The proactive approach taken by our security staff resulted in 204 refusals, conversely there were only 40 arrests made last year, the lowest number ever recorded. There are many variables to determine whether there is a causal link between high refusals and low number of arrests but our policy of early intervention clearly has a positive impact on the overall safety and security of the event.

From the stadium control room, CES operate and manage the extensive CCTV camera systems, in and around the stadium on a 24/7 basis, to skilfully detect, identify and react to any ongoing safety or security issues. The CCTV system has undergone extensive and continual improvement work with new panoramic cameras located in the stadium bowl. These panoramic cameras have proved invaluable in the investigation of incidents within the ground and several offenders being identified, located and detained due to the vastly improved CCTV system.

4.3 Governance:

The SMT continue to de-brief all events and then collate, compile and distribute the electronic 'Post Match Report' to all departments and agencies on the first working day following any match or event. This is seen as extremely important that all pertinent safety and security matters relating to the event are expeditiously communicated to all partners and internal departments. Subsequently, all aspects of the match day operation and related issues of note are discussed and overseen within a formal 'post-match de-brief meeting'.

A pre match liaison meeting involving the SMT and GMP is always facilitated prior to each event to discuss and clarify the anticipated operational requirements, planning and contingencies and to discuss associated deployments against available intelligence. These meetings have been extremely valuable to bench mark necessary arrangements and resourcing involving the 'governing' agencies. The continuing review of MUFC operations via the Gold Silver Bronze (GSB) police command structure assists the development of future operations. Following any event a debrief process with GMP is undertaken to ensure that any learning experiences are captured and implemented at future events.

The SMT have been extremely grateful for the continued support of Trafford Metropolitan Borough Council (TMBC) towards MUFC and their match day operations. Special note should go to the TMBC Licensing Officer - Tony Bibi, whose attendance at high risk fixtures last season, in a monitoring, compliance and advisory capacity has been seen as invaluable support to the SMT.

MUFC have hosted members of the TMBC Safety Advisory Group (SAG) during the 2017 – 2018 season in a regulatory and auditing capacity, and again the SMT see this as valuable support and assistance in their role.

Members of the Sports Ground Safety Authority (SGSA) regularly liaise with the SMT to ensure that the safety policies / protocols involved in the match day operation are fully in place. Laura Strong, the local SGSA Inspector, attended several events during the 2017-18 season.

MUFC also support and welcome feedback from the 'Visit Football' quality assurance stadium scheme as backed by the Premier League. This feedback on general supporter experiences, away supporter experiences and disability issues provides poignant

information on a variety of issues but most importantly to the SMT are the specific items on stadium safety and security.

4.4 Persistent Standing / Smoking:

The SMT address all aspects of persistent standing and smoking regulation protocol (as previously discussed). 'Appendix D' (attached) highlights the arrests and ejections involved throughout the 2017-2018 season associated with contraventions of persistent standing and of the no smoking regulations.

Each match is risk assessed in relation to persistent standing in accordance with previous guidance provided by the SGSA, and then continues to be dynamically risk assessed throughout the event. It should be highlighted that regardless of any standing issues manifesting themselves, that all gangways and vomitories are kept clear at all times, as a priority.

The 'No Smoking' data has shown a marginal decrease in ejections for this type of offence, especially in away areas during the last season. This should be viewed in part, as a direct result of the proactive CES security operations targeting such offenders. Pre match all safety steward supervisors are issued with a 'smoking debris report' highlighting where the cleaners found any cigarette debris at the previous match.

For both issues of persistent standing and smoking, letters are sent to identified offenders highlighting their actions and the possible sanctions that will be imposed should they not modify their behaviour. In addition the SMT have a rigid process for the collation and allocation of complaints around such matters so that highlighted issues are targeted without delay. Real time action is also available by the anonymous 'text help' system which is in operation on match/event days and is managed from the stadium control room to ensure issues are dealt with expeditiously. The availability of this anonymous text service is fully communicated to all fans. The service was relaunched as a "Virtual Steward" system half way through the season.

4.5 Medical Team:

The SMT continue to work closely with its medical team in order to maximise its response and capabilities towards the treatment of spectators and staff before, during and after events. Close liaison is maintained with the medical teams to ensure all stadium safety requirements and responsibilities are addressed on a match day and a post-match debrief also ensures that all information is evaluated in a timely and effective manner, so that any modifications to the medical model can be expeditiously enabled.

The current medical resourcing model continues to thrive and develop under the control and coordination of the Lead Crowd Doctor – Dr. John Butler. The medical team configuration comprises of a cadre of highly skilled and specialised Crowd Doctors, ably supported by emergency nurses on a 1:1 basis, a significant and calculated number of paramedics strategically located around all areas of the stadium, and all supplemented by a regular and ample attendance from the St. John Ambulance service. This model achieves optimum medical team establishments by way of stadium coverage, experience, quantity and quality, training opportunities and general working protocols. These arrangements are a vitally important part of the overall existing MUFC safety policies.

St. John Ambulance continues to operate its very own 'MUFC St. John Unit' within the stadium, which meet weekly and train in and around the ground itself. This arrangement continues to provide an improved resilience for match days and also gives their members great pride and ownership in being part of MUFC as well as the St. John Ambulance service.

Appendix E details the data relevant to specific spectator and staff medical treatments at each event during the last season. MUFC work with NWS to understand the pressures placed upon the NHS. To this end the provision of the medical teams ensures the persons at the events are given the best pre-hospital treatment available outside the hospital environment and therefore reducing the pressures that could be placed on the local NHS system. It is interesting to note that last season, involving over 2.1 million spectators, saw an increase in the number of people treated with an average of 16.8 treatments per match compared to an average of 14.2 treatments per match over the preceding 6 seasons. Hospitalisation remained unchanged since last year but is well below the 6 year average. One of the medical team's objectives is to minimise spectator hospitalisations by being able to supply a skilled but varied and diverse medical response to all patients, in order to reduce hospital admissions and consequently reduce any pressure on the external emergency medical resources. The data confirms that this objective is still being achieved.

The medical treatment data and patient feedback provides great reassurance to the SMT that the current medical model is working well and fit for purpose. Accordingly, the match day medical operation and its safety policies continue to work and provide excellent support for the medical provision of all attendees to Old Trafford.

Medical conditions presented vary from simple blisters to cardiac arrests; all require appropriate treatment. MUFC and the medical team are proud of the service provided and will continue to strive to deliver the right care at the right time. Above all, cardiac arrest outcomes are most successful with early intervention to give the best possible chance of survival. This high standard of medical provision was demonstrated once again in December 2017 when a male collapsed in the Munich Tunnel: instantly recognised by MUFC stewards they acted superbly and gained medical assistance, resuscitation commenced immediately using the defibrillator, cardiac drugs, intubation and transported to hospital. The patient survived as a direct result of the treatment he received at the scene.

The skill, expertise and diversity of our medical teams ensure that not only do they have the ability, resources and equipment to react to any medical scenario occurring in any area of the stadium at an event, but their presence and capabilities also ensure that the MUFC Disability section is also able to offer match day facilities to a diverse range of disabled supporters. The 'Ability' section as a result is a thriving and important part of the safety operation, with many member supporters able to enjoy the match day experience in the knowledge that specialised medical assistance is available at all times.

There were many examples last season where extremely poorly, disabled or terminally ill people were able to attend at a match due to the great care, dignity, support and reassurance provided by our medical teams.

This season saw the introduction and trials of the new ability sections in the South and East stands in line with the Equality and Human Right Commission recommendations. A rigorous testing schedule was instigated to ensure that all modifications to the stadium to facilitate the greater number of wheelchair spaces were fit for purpose and safe. Further

trials on other areas will continue during the 2018-19 season. Accordingly future medical provision will be subject to continual review to assess the impact of the changes in the reconfiguration of the stadium.

4.6 Police:

In line with the Lord Justice Taylor report (following Hillsborough), the SMT continue to support the multi-agency approach to match / event spectator safety and security issues. In particular, the SMT work very closely with the GMP and continue to explore all aspects of match / event safety and security to ensure the most effective and efficient use is made of police staffing and deployments in conjunction with MUFC policies and match day resources.

Prior to the start of the 2017 – 2018 season, the SMT met with the police to review the match day police deployments. In light of the national terrorist threat level and to complement the wider match day security operation some minor changes were made to police deployments. These changes were jointly evaluated mid-season and all parties agreed that the changes had a positive impact upon the operation.

As in previous seasons the SMT and police assessed the season's fixtures and potential match categories. These negotiations proved very successful as the majority of the scheduled match categories did not need to be varied as the season progressed.

In summary, there were 4 x 'Police Free' events (Premier League 2 fixtures), 15 x Category 'A' events, 13 x Category 'B' events, 2 x Category 'C' events and 1 x Category 'C-IR' (increased risk) event. The high incidence of Category A matches certainly continues to highlight the confidence of the police in the SMT safety and security operation.

Regular liaison and discussions were undertaken throughout the season with GMP, as regards to any deployment amendments required in response to changes in match days and kick off times for television scheduling purposes.

Good communications is seen as paramount to ensure all pertinent intelligence relevant to the event and its attendees, deployments and any other associated operational information is exchanged between both parties. This communications exchange is also supplemented by regular pre match planning meetings being arranged around 2-3 days before the event involving the SMT and the GMP match day Silver Commander. A post-match de-brief is also facilitated with GMP to ensure full and detailed communication is continually maintained, pertinent data information relevant to the event exchanged, and any valuable lessons learnt from the experiences of the fixture.

The match day operation also benefits from any available intelligence gleaned from other agencies. These not only include the police sources but also the National Football Safety Officers Association (NFSOA), which communicates specific post-match safety officer's reports on their own matches and previous incidents. Most importantly, the NFSOA also provides information on the activities of visiting supporters to matches at most stadia in the UK throughout the season. This valuable information is procured from either one-to-one contacts with other Safety Officers or via the restricted national website. This information is always evaluated and acted upon where necessary, but also always shared with the police. The SMT continue to be full members of the NFSOA.

Manchester United is totally committed to equality, diversity and inclusion. The club has a zero tolerance approach to any discriminatory or offensive behaviour from any person. In their working protocols with GMP, the SMT have developed joint associated policies in effectively dealing with any such incidences. Accordingly, all staff are trained and briefed in such matters and fully support the club's #allredallequal equality and inclusion campaign. MUFC have also developed an initiative titled 'Help your club tackle discriminatory or offensive behaviour'. This is an anonymous mobile phone texting service marketed as a 'virtual steward', highlighted on numerous posters around the stadium and also within the match day programme, to help alert staff to any discriminatory or inappropriate behaviour, all of which can be dealt with 'live', rather than after the event by way of complaint. MUFC have also adopted the 'Kick It Out App.' which can be used in a similar way to anonymously report such despicable offences. The SMT work closely with the club's Equality and Inclusion Officer on equality related matters and incidents.

4.7 Children, Young & Vulnerable Persons:

Safeguarding within football has been subject of adverse media headlines with several high profile cases being heard in the courts. The match day safeguarding operation was already well established and consolidated into the overall match day operation. Safeguarding professionals from local authorities have been recruited and now work alongside MUFC staff to provide a proactive and reactive operation in relation to the safeguarding of children and vulnerable adults. These groups include children who may be subject to issues of neglect, child sexual exploitation and domestic abuse. It also includes adults who may be vulnerable due to mental health issues, domestic abuse or drug dependency. We recognise too that specific behaviour amongst our staff may also raise concerns. The match day safeguarding officers take up strategic positions at different phases to monitor activity and are deployable to specific incidents via the stadium control room.

In line with current national policy, MUFC continue to employ the services of a full time Safeguarding Officer whom the SMT continue to work closely with all match day issues concerned with the welfare, safety and security of children, young persons and vulnerable spectators. The SO has also provided new and valuable policy guidance to the stewards on child safety / welfare. These policies have also been included in the 'Steward's Operational Guide' (Stewards Handbook).

The match day safeguarding role continues to evolve with multiple teams working events and resources for each match vary according to anticipated demand. In some instances the safeguarding team will follow up with schools and colleges any concerns that have arisen. These staffing increases have also provided additional support for security staff; safeguarding staff are key decision makers when deciding if any person under 18 years of age is physically searched.

Safeguarding staff are stationed in stands to provide a quicker response and general support is available should any child become separated from the adults who they are with or concerns about the behaviour of the group.

The safeguarding team have a regular cohort of trained staff working an event which has provided the opportunity for a professional and personal relationship with stewards and others to provide a consistent level of support across the club. This has increased the confidence of steward supervisors in asking for safeguarding support as required, which results in an increase of cases reported, ultimately increasing the scope of the safeguarding team.

MUFC continually undertake the Disclosure and Barring Service (DBS) checks (previously CRB checks) of all stewards under the management and coordination of the Safeguarding Officer. This is an ongoing process with the objective of all relevant staff checks being fully completed and up to date and also renewed again after 3 years.

The match day ticket checking operation in the Family Stand has continued throughout the 2017-18 season with the intention of identifying adults attempting to enter that area on junior ticket facilities. Any persons found misusing the junior tickets have them confiscated and appropriate sanctions applied by the Ticket Office management. Accordingly this has continued to see a steady decrease in such practices through robust ticket enforcement to virtually zero. In turn this has ensured the Family Stand population remains predominantly one of parents and children, and maintains the atmosphere of a family orientated one. To further promote this family environment the family stand has been made a zero tolerance area for unacceptable behaviour and sanctions imposed on any supporters who do not adhere to the high standards of supporter behaviour we expect. This same concessionary abuse policy is also applied to all other parts of the stadium with the same sanctions to ensure concessionary tickets are not being abused and the demographics of both child and elderly people maintained throughout the stadium.

The dedicated Steward 'Ability Team' works well and regularly attract letters of thanks for their skill, professionalism and understanding. They continue to work closely with the Disability Liaison Officer (DLO).

This is the third season since the introduction of the Stadium Access Stewards who assist supporters with limited mobility in accessing, circulating and egressing all areas of the stadium. This specialist team of stewards has been trained utilising Premier League training as well as bespoke MUFC equality training. The work of the Stadium Access Team has been invaluable in ensuring that all spectators are in a location that is appropriate to their particular needs and ensures that they can safely evacuate the stadium if required. Demand for this service provision has seen the Stadium Access Team double in size from when it was first introduced.

The MUFC mobility buggy operates a popular transfer service from the remote car parks for supporters with limited mobility. It undertakes several trips pre-match between designated stops and then also undertakes one final trip post-match. This service has been well received and there will be further assessment during the coming season to establish if this service can be further expanded.

4.8 Specific Event Day Issues:

- 17/09/17 MUFC v Everton – First ever fixture held at Old Trafford with the National Terrorism Threat Level at critical. Extensive extra security measures put in place as per the MUFC Critical Escalation Plan ensuring there were no issues.
- 18/11/17 MUFC v Newcastle – MUFC and GMP conducted a joint operation to locate a missing 70 year old male who was separated from his family. Successful joint working resulted in the male being located unharmed.
- 10/12/17 MUFC v Manchester City - During the fixture an elderly male fell down a set of vomitory stairs onto the concourse leading to a significant head injury. The male

was treated at the scene and transferred to hospital where he subsequently died the following day. This matter was subject of a TMBC investigation. It is also subject to an ongoing coronial investigation process.

- 13/03/18 MUFC v Sevilla FC – Prior to the event a male was found unconscious in a porta-loo situated on the N1 car park. He had suffered a cardiac arrest. Despite being treated at the scene he never regained consciousness.
- Throughout the season there have been issues with a group of supporters marching to the ground from the Tollgate Public House. This has led to several confrontations with away supporters at the entrance to the Munich Tunnel. The issue is under constant evaluation and resolution by both the Club and GMP.
- The Rolling Stones and Billy Joel concerts (July 2018) – This season saw the return of concerts to Old Trafford for the first time in over a decade. The events involved meticulous planning to ensure the successful delivery. Both events were challenging with different considerations to the usual football events. Due to different crowd dynamics and seating/standing configurations within the stadium a sterile outer perimeter facility was created as part of the safety and security measures.
- The SMT allocated travelling MUFC stewards to all away fixtures during the 2017-18 season to ensure that the travelling supporters had a point of contact regarding safety and stewarding issues. This initiative has been well received by supporters and other grounds with excellent associated improved behaviour by the traveling MUFC supporters

4.9 Charter Complaints:

The SMT have assessed, investigated and responded to any issues received from Customer Care in accordance with the Manchester United Club Charter throughout the 2017 – 2018 season. The SMT meet and liaise regularly with the Customer Care Team to ensure all complaints are thoroughly investigated and responded to expeditiously.

These complaints involved a diverse range of advice, observations and outright complaints associated with match day behaviour or procedures involving staff or other spectators.

The ongoing auditable procedures developed by the SMT in relation to complaints, continues to work well. Specific complaints where appropriate, are allocated to the area steward supervisors for their ongoing personal proactive monitoring or other reactive resolutions. These 'complaint forms' are then returned after each match for SMT checking and recording and subsequently filed away with the original complaint on its conclusion. This process is working well in addressing issues affecting the 'MUFC Customer Experience', but equally important ensuring full recognisance of the safety & security of the spectators and their enhanced compliance with Ground Regulations.

The texting initiative, 'Help Your Club Tackle Discriminatory or Offensive Behaviour', developed three years ago was rebranded as a 'Virtual Steward' and continues to assist both in the reduction of complaints and proactive resolution of 'live incidents', by the reactive addressing of any unacceptable behaviour within the stadium during a match.

Customers are advised to anonymously text HELP to a dedicated control room number followed by the Stand, Row & Seat of the offender and the nature of the problem affecting them during the match day period. Stewards are then immediately directed to the area in question to assist or resolve the issue as appropriate.

The benefits of the texting service are also regularly broadcasted over the stadium public address system in a proactive effort to ensure all supporters are aware of the facility. The service has attracted customer support resulting in a certain amount of ejections and arrests, which otherwise may have gone unchecked.

4.10 Projects:

- A. The development works to increase accessibility seating has started and was tested in certain locations during the 2017-18 season. Further testing will continue during the 2018-19 season. The completion of the project will see an increase in wheel chair positions from 120 to 277 and an increase in amenity seats from 126 to 278. The SAG has received a separate presentation on this large development project
- B. Hostile Vehicle Mitigation Measures (HVM) – Plans to install new HVM bollards at all vehicular access points to the stadium are at an advanced stage. Once agreed construction work is expected to start during the course of the 2018-19 season. In the interim and in conjunction with GMP we have developed some temporary match day HPVP (High Profile Vehicle Placement) measures. In addition Surface Guard HVM measures are installed on a match by match basis at W3 exit point and the entrance point to the W2 car park. This work will complement the existing security bollard operation around the stadium perimeter which was extended last season to prohibit vehicles gaining unauthorised access underneath the stadium.

5. APPENDICES

Appendix A	Stadium Seating Capacity
Appendix B	Safety Personnel – Staffing Figures
Appendix C	Arrests / Ejections
Appendix D	Persistent Standing & Smoking
Appendix E	Spectators Treated by Medical Staff
Appendix F	Fire Detections & Alarm System Activations
Appendix G	Match Day Attendance
Appendix H	Seasonal Comparison Data

6. CONCLUSIONS

The current edition (5th) of the Guide to Safety at Sports Grounds ‘Green Guide’ states in its Preface:-

“Whilst there have been no significant failures resulting in the deaths of spectators at any ground in the UK since the publication of the previous edition, the potential for disaster remains. Tragedies continue to occur in other parts of the world. As many sports become ever more commercially driven, it is timely to remind ground

management and its advisors of the danger of complacency and the need for continued vigilance”.

This extract is particularly pertinent following the recent Hillsborough disaster inquest verdict.

This report therefore demonstrates how the requirements placed on Manchester United Football Club Safety Management by the General Safety Certificate issued for the 2017 – 2018 season have been fully adhered to and the SMT continually strive for greater safety improvement and effective safety management towards the average 2.1 million spectators attending events at Old Trafford each season.

The data contained with the appendices highlights the results of robust, clear and resilient policies and procedures, which have been applied by competent safety personnel operating at the stadium. These staff have been ably supported by a variety of other relevant agencies throughout last season. The statistics contained within the report clearly show that these factors have all combined over 2017 – 2018 to ensure a highly successful operation and safe season.

There have been several high risk and testing matches and events hosted at Old Trafford stadium in the 2017-18 season. Through intensive planning, multi-agency cooperation, strategic deployments & tactical thinking, these matches plus the remaining other events, witnessed some excellent operational safety and security results.

Manchester United would like to take this opportunity to thank its partners who must share in these results, for their valuable assistance, guidance and support given throughout the 2017–18 season namely the Greater Manchester Police, Greater Manchester Fire & Rescue Service, North West Ambulance Service, St. John Ambulance Service and of course Officers of the Trafford Metropolitan Borough Council and its Safety Advisory Group..

MUFC now look to towards the 2018/19 season with renewed vigour and enthusiasm into all aspects of their safety and security responsibilities.

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APPENDIX 'A'

STADIUM SEATING CAPACITY

Stand	Standard Seating	Executive Seating	Totals
<u>North</u>			
Tier 1 Lower	3,066	-	
Tier 1 Upper	9,146	1,514	
Tier 2	5,902	1,148	
NE Tier 2	2,330	1,513	
Wheelchair Spaces (8 + 8 Helpers)	16	-	
NW Tier 2	2,279	1,560	
Wheelchair Spaces (8 + 8 Helpers)	16	-	
Tier 3	4,084	-	
Executive Boxes	-	720	
<i>Totals</i>	<i>26,839</i>	<i>6,455</i>	<i>33,294</i>

<u>South</u>			
Tier 1 Lower	1,996	-	
Tier 1 Upper	5,761	1,392	
Directors Box	-	220	
Press Area (incl. TV Studio)	-	150	
Executive Boxes (incl. Window Tables)	-	154	
<i>Totals</i>	<i>7,757</i>	<i>1,916</i>	<i>9,673</i>

<u>East</u>			
Tier 1 Lower	1,840	-	
Tier 1 Upper	6,999	-	
Tier 2	6,456	-	
Disabled Platform	208 (104 + 104 Helpers)	-	
Executive Boxes	-	288	
<i>Totals</i>	<i>15,503</i>	<i>288</i>	<i>15,791</i>

<u>West</u>			
Tier 1 Lower	2,671	-	
Tier 1 Upper	2,360	862	
Family Stand	4,182	-	
Tier 2	6,456	-	
Executive Boxes	-	165	
<i>Totals</i>	<i>15,669</i>	<i>1,027</i>	<i>16,696</i>

<i>Sub Totals</i>	<i>65,768</i>	<i>9,686</i>	<i>75,454</i>
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<i>Total Stadium Capacity Season 2017/18:</i>	<i>75,454</i>
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APPENDIX 'B'

SAFETY PERSONNEL STAFFING FIGURES

Safety Section	Description	17/18	16/17	15/16	14/15	13/14	12/13
Head Steward		001	001	001			
General Stewards	Head Steward	001	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002	002
	Referee Liaison Officer	001	001	001	001	001	001
	Training Liaison Officer	000	000	000	000	000	001
	Supervisors	027	027	027	027	027	027
	General Stewards	265	265	265	265	265	265
		297	297	297	296	296	297
Safety Steward	Head Steward	001	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002	002
	Supervisors	027	027	027	027	027	027
	Safety Stewards	260	260	260	260	260	260
			290	290	290	290	290
Fire Stewards	Head Steward	001	001	001	001	001	001
	Deputy Head Steward	001	001	001	001	001	001
	Fire Safety Stewards	008	008	008	008	008	008
			010	010	010	010	010
Security <small>(**Number varies according to match category therefore lowest numbers used)</small>	Chief Security Officer	001	001	001	001	001	001
	Deputy Chief Officer	002	002	001	001	001	001
	Supervisors	028	025	025	025	025	025
	Security Officers	619	587	473	379	379	379
			**650	**615	**500	**406	**406
Gate Stewards	Head Steward	001	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002	002
	Supervisors	012	012	012	012	012	012
	Gate Stewards	177	177	177	177	177	177
			192	192	192	192	192
Car Park Stewards	Car Park Manager	001	001	001	001	001	001
	Car Park Supervisors	004	004	004	004	004	004
	Car Park Stewards	050	050	056	056	056	056
			055	055	061	061	061
Medical Personnel	Crowd Doctors	007	007	007	007	007	007
	Registered Nurses	005	005	005	005	005	005
	Stretcher Team	006	006	006	006	006	006
	North West Ambulance	022	022	022	022	022	022
	St. John Ambulance	030	040	040	040	040	040
			070	080	080	080	080
Stadium Control Room		007	007	006	005	005	005
Total Match Day Safety Personnel		1581	1546	**1,436	**1,340	**1,340	**1,340

Appendix C - Arrest & Ejections (inc. Visitors Attendance)

Code	Name	Event Type	Match Category	Visitor Attendance	Visitor Minibuses	Visitor Coaches	Arrests			Ejections			Refused Entry		
							Home	Away	Neutral	Home	Away	Neutral	Home	Away	Neutral
2017-08-13-WHU	West Ham United	PREMIER	B	2,784	0	5	1	1	0	7	3	0	1	6	0
2017-08-26-LCFC	Leicester City FC	PREMIER	B	2,971	0	16	1	0	0	8	0	0	2	0	0
2017-09-02-LEG	Legends v Barcelona	FRIENDLY	A	0	0	0	0	0	0	0	0	0	0	0	0
2017-09-12-FCB	FC Basel	CHAMPNS LG	B	898	0	6	0	0	0	2	0	0	0	1	0
2017-09-17-EFC	Everton FC	PREMIER	B	2,959	6	16	0	2	0	3	7	0	1	1	0
2017-09-20-BAFC	Burton Albion FC	OTHER	A	1,991	3	24	0	0	0	3	0	0	0	0	0
2017-09-30-CPFC	Crystal Palace FC	PREMIER	B	1,323	2	2	1	1	0	1	0	0	2	0	0
2017-10-07-RUG	Super League Grand Final	RUGBY	B	0	7	174	1	0	2	18	5	18	0	0	0
2017-10-28-TOT	Tottenham Hotspur FC	PREMIER	A	2,953	2	1	0	0	0	3	0	0	1	4	0
2017-10-31-BFC	Benfica FC	UEFA EU LG	B	2,436	1	5	0	1	0	2	1	0	7	12	0
2017-11-18-NEW	Newcastle United FC	PREMIER	B	3,036	2	19	2	2	0	12	16	0	5	2	0
2017-11-25-BHA	Brighton & Hove Albion	PREMIER	A	3,037	2	10	1	0	0	5	0	0	2	0	0
2017-12-05-MOS	CSKA Moscow	CHAMPNS LG	B	1,213	0	0	3	0	0	0	0	0	24	2	0
2017-12-10-MCFC	Manchester City FC	PREMIER	C-IR	2,988	6	10	3	0	0	8	12	0	19	0	3
2017-12-13-AFCB	AFC Bournemouth	PREMIER	A	852	0	3	0	0	0	2	1	0	1	0	0
2017-12-26-BFC	Burnley FC	PREMIER	A	3,032	2	18	0	1	0	9	1	0	0	0	0
2017-12-30-SFC	Southampton FC	PREMIER	A	1,712	0	7	0	0	0	10	0	0	38	0	0
2018-01-05-DCFC	Derby County FC	FA CUP	C	5,488	2	24	0	1	0	4	1	0	1	0	0
2018-01-15-SCFC	Stoke City FC	PREMIER	A	1,282	1	12	0	0	0	12	9	0	3	0	0
2018-01-29-TOT	Tottenham PL2	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2018-02-03-HTFC	Huddersfield Town FC	PREMIER	B	3,021	0	10	0	2	0	2	2	0	4	0	0
2018-02-06-MMS	Munich Memorial Service	OTHER	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2018-02-25-CFC	Chelsea FC	PREMIER	B	2,783	2	4	0	0	0	20	5	0	2	0	0
2018-03-10-LFC	Liverpool FC	PREMIER	C	3,053	11	17	1	4	0	9	13	0	10	9	0
2018-03-13-SFC	Sevilla FC	UEFA EU LG	B	1,994	0	4	0	0	0	1	1	0	2	0	0
2018-03-17-BHA	Brighton & Hove Albion	FA CUP	B	4,356	0	21	1	0	1	1	0	0	5	0	0
2018-03-31-SCFC	Swansea City FC	PREMIER	A	1,823	0	5	2	0	2	13	0	0	20	0	0
2018-04-06-SFC	Sunderland FC	RESERVES	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2018-04-15-WBA	West Bromwich Albion	PREMIER	A	1,333	0	10	1	1	0	6	0	0	6	1	0
2018-04-20-EFC	Everton FC – PL2	RESERVES	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2018-04-29-AFC	Arsenal	PREMIER	A	2,771	6	5	1	2	0	4	2	0	16	0	0
2018-05-13-WFC	Watford FC	PREMIER	A	1,862	1	7	0	0	0	1	2	0	6	0	0
2018-06-05-TRS	The Rolling Stones Concert	OTHER	A	0	0	14	0	0	1	0	0	16	0	0	5
2018-06-10-SOC	Soccer Aid	OTHER	A	0	2	6	0	0	0	0	0	2	0	0	0
2018-06-16-BJC	Billy Joel Concert	OTHER	A	0	0	0	0	0	2	0	0	10	0	0	0
Totals				63,951	58	455	9	18	8	166	81	46	178	38	8
							45			293			224		

Appendix D - Persistent Standing & Smoking Arrest & Ejections

Code	Name	Event Type	Match Category	Disorder - Standing						Disorder - Smoking					
				Arrests			Ejections			Arrests			Ejections		
				Home	Away	Neutral	Home	Away	Neutral	Home	Away	Neutral	Home	Away	Neutral
2017-08-13-WHU	West Ham United	PREMIER	B	0	0	0	0	0	0	0	0	0	0	0	0
2017-08-26-LCFC	Leicester City FC	PREMIER	B	0	0	0	0	0	0	0	0	0	1	0	0
2017-09-02-LEG	Legends v Barcelona	FRIENDLY	A	0	0	0	0	0	0	0	0	0	0	0	0
2017-09-12-FCB	FC Basel	CHAMPNS LG	B	0	0	0	0	0	0	0	0	0	0	0	0
2017-09-17-EFC	Everton FC	PREMIER	B	0	0	0	0	0	0	0	0	0	0	2	0
2017-09-20-BAFC	Burton Albion FC	OTHER	A	0	0	0	1	0	0	0	0	0	0	0	0
2017-09-30-CPFC	Crystal Palace FC	PREMIER	B	0	0	0	0	0	0	0	0	0	1	0	0
2017-10-07-RUG	Super League Grand Final	RUGBY	B	0	0	0	0	0	0	0	0	0	0	0	0
2017-10-28-TOT	Tottenham Hotspur FC	PREMIER	A	0	0	0	0	0	0	0	0	0	1	0	0
2017-10-31-BFC	Benfica FC	UEFA EU LG	B	0	0	0	0	0	0	0	0	0	1	1	0
2017-11-18-NEW	Newcastle United FC	PREMIER	B	0	0	0	1	0	0	0	0	0	1	5	0
2017-11-25-BHA	Brighton & Hove Albion	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2017-12-05-MOS	CSKA Moscow	CHAMPNS LG	B	0	0	0	0	0	0	0	0	0	0	0	0
2017-12-10-MCFC	Manchester City FC	PREMIER	C-IR	0	0	0	0	0	0	0	0	0	2	0	0
2017-12-13-AFCB	AFC Bournemouth	PREMIER	A	0	0	0	0	0	0	0	0	0	1	1	0
2017-12-26-BFC	Burnley FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2017-12-30-SFC	Southampton FC	PREMIER	A	0	0	0	0	0	0	0	0	0	1	0	0
2018-01-05-DCFC	Derby County FC	FA CUP	C	0	0	0	0	0	0	0	0	0	0	0	0
2018-01-15-SCFC	Stoke City FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	2	0
2018-01-29-TOT	Tottenham PL2	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2018-02-03-HTFC	Huddersfield Town FC	PREMIER	B	0	0	0	1	0	0	0	0	0	1	2	0
2018-02-06-MMS	Munich Memorial Service	OTHER	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2018-02-25-CFC	Chelsea FC	PREMIER	B	0	0	0	0	0	0	0	0	0	2	1	0
2018-03-10-LFC	Liverpool FC	PREMIER	C	0	0	0	0	0	0	0	0	0	0	8	0
2018-03-13-SFC	Sevilla FC	UEFA EU LG	B	0	0	0	0	0	0	0	0	0	0	0	0
2018-03-17-BHA	Brighton & Hove Albion	FA CUP	B	0	0	0	0	0	0	0	0	0	0	0	0
2018-03-31-SCFC	Swansea City FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2018-04-06-SFC	Sunderland FC	RESERVES	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2018-04-15-WBA	West Bromwich Albion	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2018-04-20-EFC	Everton FC – PL2	RESERVES	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2018-04-29-AFC	Arsenal	PREMIER	A	0	0	0	0	0	0	0	0	0	0	1	0
2018-05-13-WFC	Watford FC	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2018-06-05-TRS	The Rolling Stones Concert	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	1
2018-06-10-SOC	Soccer Aid	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	0
2018-06-16-BJC	Billy Joel Concert	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	0
Totals				0	0	0	3	0	0	0	0	0	12	23	1
				0			3			0			36		

Appendix E - Spectator's Treated by Medical Staff

Code	Name	Event Type	Match Category	No. Staff treated	No. Persons Treated	No. Persons Hospitalised	No. Children 8yrs & under
2017-08-13-WHU	West Ham United	PREMIER	B	3	21	1	2
2017-08-26-LCFC	Leicester City FC	PREMIER	B	4	19	0	0
2017-09-02-LEG	Legends v Barcelona	FRIENDLY	A	4	16	2	3
2017-09-12-FCB	FC Basel	CHAMPNS LG	B	5	19	2	0
2017-09-17-EFC	Everton FC	PREMIER	B	5	22	4	0
2017-09-20-BAFC	Burton Albion FC	OTHER	A	6	17	1	1
2017-09-30-CPFC	Crystal Palace FC	PREMIER	B	2	10	0	0
2017-10-07-RUG	Super League Grand Final	RUGBY	B	0	22	4	4
2017-10-28-TOT	Tottenham Hotspur FC	PREMIER	A	2	10	0	0
2017-10-31-BFC	Benfica FC	UEFA EU LG	B	4	18	0	0
2017-11-18-NEW	Newcastle United FC	PREMIER	B	2	14	2	0
2017-11-25-BHA	Brighton & Hove Albion	PREMIER	A	2	15	1	0
2017-12-05-MOS	CSKA Moscow	CHAMPNS LG	B	1	12	0	0
2017-12-10-MCFC	Manchester City FC	PREMIER	C-IR	3	27	3	1
2017-12-13-AFCB	AFC Bournemouth	PREMIER	A	2	10	4	0
2017-12-26-BFC	Burnley FC	PREMIER	A	0	9	1	2
2017-12-30-SFC	Southampton FC	PREMIER	A	6	28	1	0
2018-01-05-DCFC	Derby County FC	FA CUP	C	2	6	0	0
2018-01-15-SCFC	Stoke City FC	PREMIER	A	1	10	0	1
2018-01-29-TOT	Tottenham PL2	YOUTH	Police Free	0	0	0	0
2018-02-03-HTFC	Huddersfield Town FC	PREMIER	B	1	13	0	0
2018-02-06-MMS	Munich Memorial Service	OTHER	Police Free	0	0	0	0
2018-02-25-CFC	Chelsea FC	PREMIER	B	1	7	1	0
2018-03-10-LFC	Liverpool FC	PREMIER	C	3	24	0	0
2018-03-13-SFC	Sevilla FC	UEFA EU LG	B	3	16	2	0
2018-03-17-BHA	Brighton & Hove Albion	FA CUP	B	4	22	1	1
2018-03-31-SCFC	Swansea City FC	PREMIER	A	0	13	1	1
2018-04-06-SFC	Sunderland FC	RESERVES	Police Free	0	0	0	0
2018-04-15-WBA	West Bromwich Albion	PREMIER	A	4	20	1	2
2018-04-20-EFC	Everton FC – PL2	RESERVES	Police Free	0	0	0	0
2018-04-29-AFC	Arsenal	PREMIER	A	1	12	2	2
2018-05-13-WFC	Watford FC	PREMIER	A	6	18	2	0
2018-06-05-TRS	The Rolling Stones Concert	OTHER	A	3	65	0	0
2018-06-10-SOC	Soccer Aid	OTHER	A	8	40	3	2
2018-06-16-BJC	Billy Joel Concert	OTHER	A	9	35	4	0
Totals				97	590	43	22

Appendix F - Fire Detection and Alarm Activations

Code	Name	Event Type	Match Category	No. of Activations	Alarm Activation Type	Cause of Activation
2017-08-13-WHU	West Ham United	PREMIER	B	2	1x Fire 1x Fire Pre-Alarm	Unknown Cause Unknown Cause
2017-08-26-LCFC	Leicester City FC	PREMIER	B	0		
2017-09-02-LEG	Legends v Barcelona	FRIENDLY	A	0		
2017-09-12-FCB	FC Basel	CHAMPNS LG	B	0		
2017-09-17-EFC	Everton FC	PREMIER	B	0		
2017-09-20-BAFC	Burton Albion FC	OTHER	A	0		
2017-09-30-CPFC	Crystal Palace FC	PREMIER	B	1	1x Fire Alarm Activation	Unknown Cause
2017-10-07-RUG	Super League Grand Final	RUGBY	B	0		
2017-10-28-TOT	Tottenham Hotspur FC	PREMIER	A	0		
2017-10-31-BFC	Benfica FC	UEFA EU LG	B	2	1x Fire Alarm Activation 1x Fire	Unknown Cause Flare Ignited
2017-11-18-NEW	Newcastle United FC	PREMIER	B	1	1x Fire Alarm Activation	Smoke Bombs Ignited
2017-11-25-BHA	Brighton & Hove Albion	PREMIER	A	1	1x Fire	Cigarette lit in box
2017-12-05-MOS	CSKA Moscow	CHAMPNS LG	B	0		
2017-12-10-MCFC	Manchester City FC	PREMIER	C-IR	1	1x Fire Alarm Activation	Smoke Bomb Ignited
2017-12-13-AFCB	AFC Bournemouth	PREMIER	A	2	1x Fire Pre-Alarm 1x Fire Alarm Activation	False Alarm – Unknown Cause Unknown Cause
2017-12-26-BFC	Burnley FC	PREMIER	A	0		
2017-12-30-SFC	Southampton FC	PREMIER	A	2	1x Fire Alarm Activation 1x Fire Alarm Activation	Steam from kettle Mechanical issue
2018-01-05-DCFC	Derby County FC	FA CUP	C	0		
2018-01-15-SCFC	Stoke City FC	PREMIER	A	0		
2018-01-29-TOT	Tottenham PL2	YOUTH	Police Free	0		
2018-02-03-HTFC	Huddersfield Town FC	PREMIER	B	0		
2018-02-06-MMS	Munich Memorial Service	OTHER	Police Free	0		
2018-02-25-CFC	Chelsea FC	PREMIER	B	1	1x Fire Pre-Alarm	Unknown Cause
2018-03-10-LFC	Liverpool FC	PREMIER	C	3	1x Fire Alarm Activation 1x Fire Alarm Activation 1x Fire	Unknown Cause Cigarette Smoke Smoke from concourse
2018-03-13-SFC	Sevilla FC	UEFA EU LG	B	2	1x Fire Alarm Activation 1x Fire Pre-Alarm	Unknown Cause Unknown Cause
2018-03-17-BHA	Brighton & Hove Albion	FA CUP	B	2	1x Fire 1x Fire Alarm Activation	Cigarette lit in box Smoke Bombs Ignited
2018-03-31-SCFC	Swansea City FC	PREMIER	A	0		
2018-04-06-SFC	Sunderland FC	RESERVES	Police Free	0		
2018-04-15-WBA	West Bromwich Albion	PREMIER	A	1	1x Fire Alarm Activation	False Alarm
2018-04-20-EFC	Everton FC – PL2	RESERVES	Police Free	0		
2018-04-29-AFC	Arsenal	PREMIER	A	6	1x Fire Alarm Activation 1x Fire Alarm Activation 1x Fire Alarm Activation 1x Fire 1x Fire Alarm Activation 1x Fire	Kitchen – Cooking Fumes Unknown Cause Kitchen – Cooking Fumes Kitchen – Cooking Fumes Kitchen – Cooking Fumes Burning bin outside the ground
2018-05-13-WFC	Watford FC	PREMIER	A	2	1x Fire 1x Fire Pre-Alarm	Burning cigarette bin outside False Alarm
2018-06-05-TRS	The Rolling Stones Concert	OTHER	A	0		
2018-06-10-SOC	Soccer Aid	OTHER	A	1	1x Fire Alarm Activation	Kiosk – Pie Warmer
2018-06-16-BJC	Billy Joel Concert	OTHER	A	0		
Totals				30		

Appendix G – Match Day Attendance

Code	Name	Event Type	Match Category	Planned Kick Off	Visitor Attendance	Total Attendance
2017-08-13-WHU	West Ham United	PREMIER	B	16:00	2,784	74,928
2017-08-26-LCFC	Leicester City FC	PREMIER	B	17:30	2,971	75,021
2017-09-02-LEG	Legends v Barcelona	FRIENDLY	A	15:00	0	34,360
2017-09-12-FCB	FC Basel	CHAMPNS LG	B	19:45	898	73,854
2017-09-17-EFC	Everton FC	PREMIER	B	16:00	2,959	75,042
2017-09-20-BAFC	Burton Albion FC	OTHER	A	20:00	1,991	54,256
2017-09-30-CPFC	Crystal Palace FC	PREMIER	B	15:00	1,323	75,118
2017-10-07-RUG	Super League Grand Final	RUGBY	B	18:00	0	68,827
2017-10-28-TOT	Tottenham Hotspur FC	PREMIER	A	12:30	2,953	75,034
2017-10-31-BFC	Benfica FC	UEFA EU LG	B	19:45	2,436	74,437
2017-11-18-NEW	Newcastle United FC	PREMIER	B	15:00	3,036	75,035
2017-11-25-BHA	Brighton & Hove Albion	PREMIER	A	15:00	3,037	75,018
2017-12-05-MOS	CSKA Moscow	CHAMPNS LG	B	19:45	1,213	74,669
2017-12-10-MCFC	Manchester City FC	PREMIER	C-IR	16:30	2,988	74,847
2017-12-13-AFCB	AFC Bournemouth	PREMIER	A	20:00	852	74,798
2017-12-26-BFC	Burnley FC	PREMIER	A	15:00	3,032	75,046
2017-12-30-SFC	Southampton FC	PREMIER	A	17:30	1,712	75,051
2018-01-05-DCFC	Derby County FC	FA CUP	C	20:00	5,488	73,899
2018-01-15-SCFC	Stoke City FC	PREMIER	A	20:00	1,282	74,726
2018-01-29-TOT	Tottenham PL2	YOUTH	Police Free	19:00	0	1,113
2018-02-03-HTFC	Huddersfield Town FC	PREMIER	B	15:00	3,021	74,742
2018-02-06-MMS	Munich Memorial Service	OTHER	Police Free	13:30	0	4,897
2018-02-25-CFC	Chelsea FC	PREMIER	B	14:05	2,783	75,060
2018-03-10-LFC	Liverpool FC	PREMIER	C	12:30	3,053	74,855
2018-03-13-SFC	Sevilla FC	UEFA EU LG	B	19:45	1,994	74,909
2018-03-17-BHA	Brighton & Hove Albion	FA CUP	B	19:45	4,356	74,241
2018-03-31-SCFC	Swansea City FC	PREMIER	A	15:00	1,823	75,038
2018-04-06-SFC	Sunderland FC	RESERVES	Police Free	19:00	0	856
2018-04-15-WBA	West Bromwich Albion	PREMIER	A	16:00	1,333	75,095
2018-04-20-EFC	Everton FC – PL2	RESERVES	Police Free	19:00	0	1,110
2018-04-29-AFC	Arsenal	PREMIER	A	16:30	2,771	75,035
2018-05-13-WFC	Watford FC	PREMIER	A	15:00	1,862	75,049
2018-06-05-TRS	The Rolling Stones Concert	OTHER	A	19:00	0	45,560
2018-06-10-SOC	Soccer Aid	OTHER	A	20:00	0	71,965
2018-06-16-BJC	Billy Joel Concert	OTHER	A	20:00	0	43,852
Totals					63,951	2,197,343

Appendix H – Seasonal Comparison Data

Season	Stadium Capacity	Total Attendance	No. of Events	No. of Arrests	No. of Ejections	No. of Refused Entry	No. of Medical Incidents (Staff)		No. of Medical Incidents hospitalised	No. of Fire Alarm Activations
2010/2011	75,811	2,373,026	40	223	366	249	567	(103)	88	15
2011/2012	75,811	2,075,702	32	137	336	254	524	(91)	48	9
2012/2013	75,765	2,532,903	43	146	400	419	710	(141)	53	25
2013/2014	75,634	2,268,963	36	122	429	209	510	(111)	49	29
2014/2015	75,653	1,820,738	31	67	310	96	439	(83)	39	9
2015/2016	75,653	2,404,625	36	71	320	111	523	(132)	40	26
2016/2017	75,653	2,460,893	38	48	313	521	511	(96)	43	30
2017/2018	75,454	2,197,343	35	45	293	224	590	(97)	43	30