



**Manchester United Limited**

**Annual Post Season Safety Report**

**2014-2015 Season**

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

## **1. PURPOSE OF REPORT**

This report details the safety & security issues pertaining to the 2014 – 2015 season and is submitted in support of the General Safety Certificate (GSC) application for the 2015 – 2016 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 2014 – 2015 season, in accordance with Section 1.3.1 of the MUFC Safety Manual.

## **2. EXECUTIVE SUMMARY**

The period under review runs from 16<sup>th</sup> August 2014 until 14<sup>th</sup> June 2015. These dates relate directly to the 2014 – 2015 season.

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 31 events/matches hosted with a spectator attendance in excess of 1.8 million. The events/matches have consisted of 19 x Premiership, 2 x FA Cup, 1 x Rugby League Grand Final, 3 x U21's League, 2 x FA Youth Cup, 1 x Pre-season Friendly, 1 x International event, 1 x Live Screening event and the Red Heart United Charity match.

There continues to be valuable assistance, cooperation, support and guidance from our inter agency operational work and liaisons 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 2014– 2015 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 2015 – 2016 season.

## 4. SPECIFIC MATTERS ARISING

### 4.1 Safety Management:

This season saw the retirement of the previous MUFC Safety Officer, Charlie Coxon and the introduction of a new Safety Management Team (SMT). Phil Rainford was promoted to Head of Stadium Safety and Security and the new Deputy Jon Hornby was appointed. Throughout the season the new SMT has continued to develop and have demonstrated their capabilities as an effective and efficient team. Jon Hornby completed his NVQ Level 4 qualification as required by the Green Guide (Fifth Edition). SMT safety and security policies and procedures were reviewed and renewed under the new leadership to ensure the highest standards of safety management.

In addition to the continual assessment and evaluation of all existing practices there has also been an in-depth ongoing review of the MUFC Safety Manual with the objective of looking for any improvements in relation to greater safety, efficiency & effectiveness in all spheres of their safety management responsibilities.

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 a set agenda now introduced to capture all aspects of the planning and delivery phases. The Sedgley Park Operations Centre is no longer in use and the command structure has now relocated to GMP Headquarters at Central Park. 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.

This was the fourth season where MUFC were able to observe the benefits or alternatively any concerning issues surrounding the partial pedestrianisation of Sir Matt Busby Way (SMBW). Anecdotal evidence and car park staff observations have now shown that the initial challenges in relation to traffic flow have considerably settled down to manageable levels. However, it should be noted that associated measures and protocols fully supported by TMBC and its traffic management plans, have subsequently ensured improved pedestrian and traffic safety on both match and non-match days within this area.

TMBC fully 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. These operations are now well established and the traffic management plans have worked well and seamlessly since taking over from the GMP operations, whilst continuing to target and limit traffic congestion.

During the 2014-15 season MUFC have recruited a new car park manager. This manager now manages the thirteen official car parks accommodating a total of 5175 vehicle spaces, also incorporating disabled parking facilities. Most of these disabled supporters are accommodated in dedicated spaces close to the stadium but not all necessarily blue badge spaces. All issues associated with congestion in the car parks before and after a match are constantly monitored and managed to ensure the free flow of traffic is kept to a minimum and returned to normality as soon as possible. Now established in post the new manager will be reviewing and improving the ongoing car park operation to ensure continual development in managing the large scale Car Park logistics.

The SMT continue to innovate in the use of its match day computerised recording systems. The Aware Manager system is now well established as a reliable and efficient

system which accurately records match day incidents, maintenance issues, medical treatment data, arrests, ejections and refusals to populate and subsequently produce the information required for the compilation of the post-match report. The system is fully auditable and accordingly provides an excellent safety assessment and evaluation tool. The 2014-15 season saw the SMT introduce mobile applications of the Aware Manager system which led to actions being completed dynamically and ensured that the record of events was captured in real time. In addition the system was modified to provide an escalation structure to ensure compliance and auditability regarding actions. The SMT also provide a pre match report associated with this data to the Director of Venue Operations as an additional method of safety positive affirmation.

During the 2014-15 season MUFC introduced a Risk Steering Group (RSG) to examine 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.

To ensure that decisions affecting safety are being captured correctly and accurately with the appropriate rationale the SMT have now initiated the usage of Match Day Stadium Control Room Loggists. These Log Officers have been provided with specialist training around the capture of the decision making processes.

All SMT processes are also further supplemented with the usage 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 all fully auditable. This process ensures that the stewards feel more involved and part of the safety management system and in turn encourages better reporting of a relevant and consistent nature. Accordingly, the quality as well as the volume of incident reports continues to remain at a constant rate based on previous seasons' data. For the 2014-15 season a new electronic process was introduced for the forwarding of Steward Incident reports to Group Property Services to provide a fully auditable time stamped trail of issues being reported and rectified.

The Steward Training programme is now facilitated wholly in conjunction with our now established training provider – Controlled Solution Group (CSG). This ensures that MUFC support all its stewards in their requisite training and role competencies in accordance with the NVQ Training Levels 2 & 3. 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, has witnessed a far more efficient and effective level of training, 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 recruitment process of stewards has been reviewed and improved to ensure that recruitment is centered around lower candidate numbers in greater frequencies. This has shown an increase in quality of applicants and the ability to spread NVQ assessments throughout the season on a greater variety of events. All new stewards recruited to the role, have 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 Certificate. The steward training package has been improved to include anti-terrorism awareness in light of recent world events and current raised UK threat levels.

Extensive hardware & software work continues to be undertaken with the Ski data electronic 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.

A MUFC safety and security policies and procedures 'table top' exercise was undertaken in March 2015 to look at the multi-agency responses to a firearms and weapons attack on the Stadium. This exercise was developed and implemented to test the procedures put into place by the SMT. In addition it tested MUFC 'Business Continuity' capability and was pertinent in light of the developing terrorist threat. The exercise was attended by key members of MUFC Strategic Direction team.

In addition to the 'table top' exercise the SMT have also held a live evacuation exercise in November 2014. Following the live evacuation the SMT have developed and implemented a new detailed evacuation plan for non-match days at the stadium. The plan was subsequently tested during two 'silent evacuations' exercises held in December 2014 and June 2015 that tested the building and safety systems.

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

As part of the review of processes and documentation a new match day Risk Assessment evaluation process has been developed. The new process captures all foreseeable risks to events and records what actions have been taken to reduce and manage risk. The level of detail captured and appropriate intervention has been examined during several recent audit processes and found to be of an excellent standard. In addition to the new Risk assessment process the planning and briefing process has been modified to include travel and weather conditions as these factors could also affect match day dynamics.

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 and provided for by '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.

During the season a new CES Operations Manager was appointed due to the retirement of the previous manager. Riyaz Patel and appropriate deputies were positioned to provide management coverage and ensure sufficient resilience. In association with the SMT the Security Operations Manager, 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.

Similarly, the match day security operations are consistently 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. This response is appropriately graded in accordance with both police match categories and prevailing intelligence reports. In turn, these match specific security arrangements adequately complement the safety requirements surrounding the entire event.

The current 'National Terrorist Threat Level' was increased in August 2014 to 'Severe' which is the second highest level of threat (a terrorist attack is highly likely). In view of the increase in threat level and changing terrorist methodology a full security review has been undertaken of Old Trafford and enhanced security has been implemented for both match and non-match day. A review of the security operation has also been conducted by a GMP Counter Terrorism Security Advisor who has provided a full counter terrorist assessment with associated recommendations and also assessed and noted the additional measures put into place by MUFC. To raise vigilance all staff have also been trained in counter terrorism awareness either by coordinated CTSA sessions, SMT inputs or Counter Terrorism Unit on line training. The SMT are currently developing an online refresher for all staff to be implemented for the 2015-16 season. The highlighted increase in suspicious packages being reported at events is testimony to the increased vigilance and awareness that the training has provided.

In addition to the CTSA a full evaluation of existing security arrangements has been completed by a private consultant (Ashgrath Risk Control). This 'impact' document assesses the current security provisions in light of developing trends and methodology and is another tool that is used by the SMT to continually review and assess the provisions.

In order to develop Matchday capabilities the SMT has recruited the services of a company who provide specially trained dogs to detect and prevent pyrotechnic devices. By development of the services provided by this company MUFC now also has a pre match explosives search capability and an explosive detection dog on standby at the stadium during events. This is in addition to a very effective pyrotechnic dog scanning operation for visiting supporters.

In conjunction with the police, the SMT will explore and evaluate all available intelligence in order to gauge all stadium safety & 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, for both full time and casual staff, introduced four years ago, has undoubtedly contributed to a tighter security regime. These security accreditation systems also encompass the press, media, contractors and visitors to the stadium. 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 authorised entry and 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, clandestine smoking within the stadium, persistent standing, drunkenness and 'drinking in view of the pitch' offences. Resultant infringements have resulted in supporter refusals, ejections or even arrests, although the work has undoubtedly contributed to the reduction of such incidences and overall improved safety and security.

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 skillfully detect, identify and react

to any ongoing safety or security issues. The existing CCTV system is under review and there have been staged improvements over the season with the introduction of digital cameras within suites.

#### **4.3 Governance:**

The SMT continue to successfully de-brief an event 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'. The meeting is chaired by Guy Smith (Director of Venue Operations / Deputy General Safety Certificate Holder) and attended by other members of MUFC senior management.

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 GSB 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 Officers - Tony Bibi and Suzanne Whittaker, 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 during the 2014 – 2015 season. They attended Old Trafford for the Tottenham fixture in March 2015 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. Rick Riding (Local SGSA Inspector) attended the Chelsea high profile fixture in October 2014 on an 'Inspection Visit', when he actively operated around the stadium to evaluate and review the MUFC safety procedures in place and the stewarding operation managing these policies. As per previous occasions the SGSA has been complimentary within their reported conclusions.

MUFC have also hosted inspection visits from members of the Football Association's 'Football Governance & Regulation Division'. Once again these have mainly been during high profile matches and their final reports have also been very supportive and complimentary.

A Football Association Inspector (Chris Whalley) was present during the MUFC v Arsenal FA Cup Sixth Round match played in March 2015. The conclusions to his extensive report stated:-

*Excellent police and stadium safety management operations, with good crowd behavior and a great atmosphere arising from the vocal support of both sets of fans.*



An Inspector (Graham White) was present at the MUFC v Manchester City derby match in April 2015. The final conclusions to his extensive report stated:-

*A well-managed match by the club and police.*

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. For the 2014-15 season MUFC have secured first place in the Premier League ratings as a result of last season's reports.

Throughout the season the SMT have undergone a significant number of audits to affirm that the security operation is robust and effective. The nature and scope of the audits have tested every element of match day operations and resulted in very good grading's.

Throughout the season match day steward supervisors briefings were audited internally to ensure that all relevant information was cascaded to staff to fully brief and equip them to perform their roles. Random unannounced auditing showed the cascaded briefings being carried out were of a high standard.

Further internal audits were conducted on both match day safety and security processes and also wider security procedures and practices. Both audits formed part of the RSG and were complementary of the thorough and detailed professional practices that were in place.

In addition a very detailed external audit was commissioned by MUFC facilitated by Ernst & Young (EY). The EY audit examined all aspects of event preparation through to the delivery of the event. In addition to auditing documents and procedures they also attended two high profile matches and observed the SMT managing the events at close hand. The conclusion of this detailed audit process resulted in the SMT operation being awarded the highest grade possible.

#### **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 2014-2015 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.

To further improve results surrounding persistent standing the SMT are currently developing a new action plan to tackle the issue. The new approach is more holistic and based around education and fan ownership. It is anticipated that the new action plan will be implemented during the 2015-16 season.

The 'No Smoking' data has also shown a marginal reduction 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. This then assists the stewards and security in proactively patrolling target areas either in a preventative or

enforcement role. It is worthy of note that these 'smoking debris occurrence reports' have also significantly reduced in size as the season has progressed. This is a positive indicator that this 'no smoking targeting policy' is having the desired effect and the SMT will continue to robustly police these issues.

For both issues of persistent standing and smoking, letters are sent to identified offenders highlighting the severity of 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 during events by the anonymous 'text help' system which is in operation on match 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.

#### **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, payments and general working protocols. These factors then neatly dovetail into the overall existing MUFC safety policies.

As the current medical plan is approaching its review date the SMT have commissioned a review to ensure that the MUFC medical plan is revisited and future proofed for the next 5 years. As part of this process the existing Medical Risk Assessment has been reviewed and renewed for the 2015-16 season. To test the new plan a full scale medical exercise is now being planned for the 2015-16 season to ensure its resilience is fully and practically tested.

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 relatively new Group has ensured a renewed enthusiasm of its staff and acted as a catalyst for new recruits to its ranks. This in turn not only provides an improved resilience for match days but 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. It is interesting to note that in last season's 31 events, involving just over 1.8 million spectators, that pro rata the statistics shows a very slight increase in 'persons treated' when compared with associated averages in recent years. However, the 'persons hospitalised' data has remained practically constant. One of the medical team's objectives was 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. This high standard of medical provision was evidenced in September 2014 at the West Ham fixture when a carer in the ability section suffered a heart attack. Due to the immediate and professional medical attention he received at the scene he survived and made a full recovery.

The skill, expertise and diversity of our medical teams ensure that not only do they have the ability and resources 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 fans 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 be accommodated to attend at a match with great care and dignity for the person, often involving children, and this would not have been possible without the assistance and reassurance of our medical teams.

#### **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 usage is made of police staffing and deployments in conjunction with MUFC policies and match day resources.

This is the second season following the centralisation of the GMP football liaison officers who now work in the Force's headquarters under the departmental title 'Force Events Section' (FES). This organisational change has not affected either the unique relationship with GMP, the quality of service provided by the officers associated with the MUFC operation or the effectiveness of the joint SMT / GMP match day operational delivery.

Prior to the start of the 2014 – 2015 season, the SMT met with the police to evaluate 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 fact, the only variations were to downgrade some categories according to new available intelligence.

In summary, there were 6 x 'Police Free' events (Youth & Reserve fixtures), 16 x Category 'A' events, 7 x Category 'B' events, 1 x Category 'C' event and 1 x Category 'C-IR' (increased risk) events. The high incidence of Category A matches certainly continues to highlight the confidence of the police in the SMT safety and security operation.

Continual liaison and discussions were undertaken throughout the season with GMP, as regards any deployment amendments and anomalies associated with the variance of the match kick off days and times surrounding televised match events. An agreement is always based on spectator safety and security, whenever it was necessary to negotiate any changes to kick off times & dates.

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 liaisons are 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 are full members of the NFSOA.

Due to the continued presence of pyrotechnic usage on the terraces, usually associated with the away supporters, MUFC continue to target initiatives to counter such illegal usage to ensure the safety of all supporters. Some of these initiatives have included the regular usage of pyrotechnic detection dogs, warning signs, posters and public address messages advising of the dangers and consequences of pyrotechnic usage. MUFC have also trialed the usage of special HD CCTV camera systems to help pinpoint the offenders responsible for any pyrotechnic activations and the procurement process is ongoing to ensure our opportunities for evidence capture are maximised. As a result, the incidences of such usage have remained at a relatively low level last season (2 activations), when compared to other stadia. Such measures will continue until the prevalence of pyrotechnics in sports stadia has been completely eradicated.

**MUFC have a zero tolerance to racist, sexist, homophobic or discriminatory 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 embrace the 'Kick It Out' campaigns held on match days. MUFC have also developed an initiative entitled, 'Help your club tackle discriminatory or offensive behaviour'. This is an anonymous mobile phone texting service, highlighted on numerous posters around the stadium and also within the match day programme, to help alert staff to any racist, sexist, 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.

It should be highlighted that there has been some quite unique and testing events held at Old Trafford last season, all of which needed extensive joint (MUFC / GMP) planning, effective coordination of resources and associated tactics to ensure that the potential for public disorder at such high risk events were minimised or even negated. Some of these included the RFL Grand Final, two FA Cup matches associated with both Cambridge and Arsenal with the associated increased allocations of 6,500 - 8,500 respectively fans to each fixture and the usual issues surrounding the Premier League visits of both Manchester City and Liverpool. Overall, with appropriate resourcing and significant planning, these operations went extremely well with minimal disorder being experienced and arrest / ejection levels being relatively low for such high risk fixtures.

#### **4.7 Children, Young & Vulnerable Persons:**

For the 2014-15 season the SMT introduced a new match day safeguarding operation which was designed to be a wider concept than existing operations in premier league clubs. In light of developing national issues around the safeguarding of children and vulnerable adults a new team of match day safeguarding officers was created who had the appropriate multi-agency training to identify issues around differing groups of vulnerable people. These groups include children who may be subject to issues of neglect, child sexual exploitation and domestic abuse. Adults who may be vulnerable due to mental health issues, domestic abuse or drug dependency and critically staff members where specific behavior may 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 (SO) Joanna Madyarchuk whom the SMT continue to work closely in 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 recently revised 'Steward's Operational Guide'(Stewards Handbook).

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 facilitated as 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 2014-15 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. This same 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' continues to work well and regularly attract letters of thanks for their skill, professionalism and understanding. The initiative of this group of disability experienced stewards, suitably identifiable, who specifically manage and steward the supporters attending matches in the Ability Section, has continued to develop extremely well and Phil Downs (Disability Liaison Officer) has commended the ongoing work and associated improvements as providing a coordinated, quality of service to the customers in that area.

#### **4.8 Specific Event Day Issues:**

A recurring and testing aspect of certain match day operations in any season is the large amount of visiting supporter coaches which need to be accommodated and managed on the MUFC official car parks. Usual arrangements of less than 40 visitor's coaches are managed well, but any number over this volume needs careful planning and significant vehicular coordination on the day. For the RFL Grand Final in October 2014 a total of 131 coaches attended the fixture. As well as the sheer volume of coaches, the operational plans need to be able to coordinate the movement of all these visiting supporters both before and post-match by strategic deployment of police & CES resources. The SMT

operation and TMBC traffic management plan, dealt well with all the scenarios with no significant issues manifesting themselves.

On the 22<sup>nd</sup> of March 2015 a live screening of the Liverpool Away fixture was held at Old Trafford. The event attracted over 1500 fans who watched the event on a large HD screen located at the front of the North stand. Such an event has not taken place for many years and the event was deemed a success and no doubt there will be consideration for such events in the future.

SMT operational resilience was tested during the Cambridge FA Cup match held at Old Trafford. Due to a series of accidents on the motorway network a large proportion of spectators had not arrived at the stadium at their anticipated time. The event was being televised live on the BBC and the SMT identified that on safety grounds the kick off should be delayed to allow access to the supporters, large quantities of which were travelling Cambridge fans. After relevant liaison with all invested parties the kick off was delayed for a 20 minute period. The decision was vindicated by the vast majority of fans being inside the stadium for the modified kick off time. Of note is that during the 20 minute delay period the stadium accessed 12,000 supporters.

#### **4.9 Charter Complaints:**

The SMT have received and provided a measured and suitable response, following appropriate investigation where necessary, to any issues received from Charter Complaints in accordance with the Manchester United Club Charter throughout the 2014 – 2015 season. The SMT meet and liaise regularly with the Charter 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. However, a good performance indicator on how the SMT dealt with these complaints is the fact that proportionally, there are very few repeat complaints, hopefully highlighting that an adequate or satisfactory resolution had been reached.

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 Behavior', developed three years ago continues to assist both in the reduction of complaints and proactive resolution of 'live incidents', by the reactive addressing of any unacceptable behavior 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) A full evaluation process is currently examining new upgraded, high resolution CCTV systems with enhanced picture quality and capabilities associated with the detection and identification of prevailing and historic safety and security issues.
- b) The Stadium Control Room is being reviewed with plans to redevelop and improve the control room accommodation and capabilities for match days.
- c) Plans have been drafted for the introduction of a gatehouse covering the John Gilbert Way entry point which should increase security and the ability to stop and check vehicles entering the site with greater effectiveness, security and efficiency.
- d) Following evaluation the existing security bollard operation around the stadium perimeter will be extended to prohibit vehicles gaining unauthorised access underneath the stadium. In addition to bolstering the existing security measures this will also increase the safety of pedestrian traffic on match days.
- e) Prior to the 2015-16 season a full review of stewarding deployments will be conducted to ensure that the steward deployment plan as required by the Green Guide (fifth edition) is refreshed for the new season and remains fit for purpose.

#### 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 (5<sup>th</sup>) 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 as the Hillsborough disaster inquests continue to proceed at its Court in Warrington.

This report therefore demonstrates how the requirements placed on Manchester United Football Club Safety Management by the General Safety Certificate issued for the 2014 –

2015 season have been fully adhered to and the SMT continually strive for greater safety improvement and effective safety management towards the average 2.3 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 2014 – 2015 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 2014-15 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 2014– 2015 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 2015/16 season with renewed vigor and enthusiasm into all aspects of their safety and security responsibilities.

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**APPENDIX 'A'**

**STADIUM SEATING CAPACITY**

<b>Stand</b>	<b>Standard Seating</b>	<b>Executive Seating</b>	<b>Totals</b>
<b>North</b>			
Tier 1 Lower	5,081	-	
Tier 1 Upper	7,244	1,514	
Tier 2	5,902	1,148	
NE Tier 2	2,335	1,513	
Wheelchair Spaces	16 (8 + 8 Helpers)	-	
NW Tier 2	2,266	1,560	
Wheelchair Spaces	16 (8 + 8 Helpers)	-	
Tier 3	4,084	-	
Executive Boxes	-	<b>720</b>	
<b>Totals</b>	<b>26,963</b>	<b>6,455</b>	<b>33,407</b>

<b>South</b>			
Tier 1 Lower	1,995	-	
Tier 1 Upper	5,631	1,552	
Directors Box	-	220	
Press Area (incl. TV Studio)	-	150	
Executive Boxes (incl. Window Tables)	-	154	
<b>Totals</b>	<b>7,626</b>	<b>2,046</b>	<b>9,664</b>

<b>East</b>			
Tier 1 Lower	1,887	-	
Tier 1 Upper	7,039	-	
Tier 2	6,456	-	
Disabled Platform	208 (104 + 104 Helpers)	-	
Executive Boxes	-	278	
<b>Totals</b>	<b>15,590</b>	<b>278</b>	<b>15,868</b>

<b>West</b>			
Tier 1 Lower	2,939	-	
Tier 1 Upper	2,360	862	
Family Stand	3,929	-	
Tier 2	6,456	-	
Executive Boxes	-	149	
<b>Totals</b>	<b>15,684</b>	<b>1,011</b>	<b>16,695</b>

<b>Sub Totals</b>	<b>65,863</b>	<b>9,790</b>	<b>75,653</b>
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<b>Total Stadium Capacity Season 2015/2016:</b>	<b>75,653</b>
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**APPENDIX 'B'**

**SAFETY PERSONNEL STAFFING FIGURES**

<b>Safety Section</b>	<b>Description</b>	<b>14/15</b>	<b>13/14</b>	<b>12/13</b>	<b>11/12</b>	<b>10/11</b>
<b>General Stewards</b>	Head Steward	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002
	Referee Liaison Officer	001	001	001	001	001
	Training Liaison Officer	000	000	001	001	001
	Supervisors	027	027	027	027	023
	General Stewards	265	265	265	265	269
		<b>296</b>	<b>296</b>	<b>297</b>	<b>297</b>	<b>297</b>
<b>Safety Steward</b>	Head Steward	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002
	Supervisors	027	027	027	027	027
	Safety Stewards	260	260	260	260	260
		<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>
<b>Fire Safety Stewards</b>	Head Steward	001	001	001	001	001
	Deputy Head Steward	001	001	001	001	001
	Fire Safety Stewards	008	008	008	008	008
		<b>010</b>	<b>010</b>	<b>010</b>	<b>010</b>	<b>010</b>
<b>Security</b> <small>(**Number varies according to match category therefore lowest numbers used)</small>	Chief Security Officer	001	001	001	001	001
	Deputy Chief Officer	001	001	001	001	001
	Supervisors	025	025	025	025	025
	Security Officers	379	379	379	379	379
		<b>**406</b>	<b>**406</b>	<b>**406</b>	<b>**406</b>	<b>**406</b>
<b>Gate Stewards</b>	Head Steward	001	001	001	001	001
	Deputy Head Steward	002	002	002	002	002
	Supervisors	012	012	012	012	013
	Gate Stewards	177	177	177	177	177
		<b>192</b>	<b>192</b>	<b>192</b>	<b>192</b>	<b>193</b>
<b>Car Park Stewards</b>	Car Park Manager	001	001	001	001	001
	Car Park Supervisors	004	004	004	003	003
	Car Park Stewards	056	056	056	056	056
		<b>061</b>	<b>061</b>	<b>061</b>	<b>060</b>	<b>060</b>
<b>Medical Personnel</b>	Crowd Doctors	007	007	007	006	009
	Registered Nurses	005	005	005	006	016
	Stretcher Team	006	006	006	006	006
	North West Ambulance	022	022	022	022	022
	St. John Ambulance	040	040	040	040	030
		<b>080</b>	<b>080</b>	<b>080</b>	<b>080</b>	<b>083</b>
<b>Stadium Control Room</b>		<b>005</b>	<b>005</b>	<b>005</b>	<b>005</b>	<b>005</b>
<b>Total Match Day Safety Personnel</b>		<b>**1,340</b>	<b>**1,340</b>	<b>**1,341</b>	<b>**1,340</b>	<b>1,344</b>

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

Code	Name	Event Type	Match Category	Visitor Attendance	Visitor Minibuses	Visitor Coaches	Ejections			Arrests			Refused Entry		
							Home	Away	Neutral	Home	Away	Neutral	Home	Away	Neutral
2014-08-12-VAL	Valencia	FRIENDLY	A	35	0	0	3	0	0	0	0	0	0	0	0
2014-08-16-SWA	Swansea City	PREMIER	A	1921	0	6	2	2	0	3	0	0	0	0	0
2014-09-14-QPR	Queens Park Rangers	PREMIER	A	1284	0	3	10	0	0	3	0	0	0	0	0
2014-09-15-SUN	Under 21's Sunderland	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2014-09-27-WHU	West Ham United	PREMIER	A	2405	0	4	16	7	0	3	2	0	1	0	0
2014-10-05-EVE	Everton	PREMIER	B	3014	2	20	3	0	0	1	0	1	2	0	0
2014-10-11-RUG	St.Helens v Wigan - Rugby	RUGBY	B	0	0	131	2	4	11	1	0	0	3	0	0
2014-10-26-CHE	Chelsea	PREMIER	B	2971	1	7	10	5	0	5	3	0	0	2	0
2014-11-08-CPF	Crystal Palace	PREMIER	A	2350	1	5	14	2	0	2	0	0	5	2	0
2014-11-18-INT	Argentina v Portugal	INTERNTL	A	0	0	5	0	0	2	0	0	1	0	0	0
2014-11-29-HUL	Hull City	PREMIER	A	2437	1	18	9	9	0	1	1	0	6	1	0
2014-12-02-STO	Stoke City	PREMIER	A	1361	1	11	4	2	0	1	1	0	0	0	0
2014-12-14-LIV	Liverpool	PREMIER	C	2973	15	16	6	3	0	2	1	0	1	1	0
2014-12-16-BUR	Bury FA Youth Cup	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2014-12-26-NEW	Newcastle	PREMIER	B	2921	11	30	3	18	0	0	0	2	0	3	0
2015-01-11-SOU	Southampton	PREMIER	A	1523	0	7	7	1	0	0	0	2	2	0	0
2015-01-13-HUL	Hull City (FA Youth)	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2015-01-31-LEI	Leicester City	PREMIER	A	3063	0	21	2	12	0	1	0	1	6	2	0
2015-02-03-CAM	Cambridge	FA CUP	B	6264	0	35	11	2	0	1	2	1	1	0	0
2015-02-11-BUR	Burnley	PREMIER	A	2432	0	12	1	2	0	0	2	0	1	2	0
2015-02-28-SUN	Sunderland	PREMIER	A	2413	6	17	17	5	0	0	2	0	3	8	0
2015-03-09-ARS	Arsenal	FA CUP	B	8043	2	27	13	7	0	1	0	0	7	5	0
2015-03-10-TOT	Tottenham - Under 21's	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2015-03-15-TOT	Tottenham	PREMIER	A	2685	3	3	13	6	0	4	0	1	3	6	0
2015-03-22-LIV	Liverpool Live Screening	OTHER	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2015-04-04-AST	Aston Villa	PREMIER	A	1756	0	10	7	11	0	0	2	0	2	5	0
2015-04-12-MCFC	Manchester City	PREMIER	C-IR	3049	9	10	10	8	0	4	2	0	12	2	0
2015-05-02-WBA	West Brom	PREMIER	A	542	0	5	9	0	0	2	0	0	2	0	0
2015-05-12-MCFC	MCFC - Under 21's	YOUTH	Police Free	1266	0	0	0	2	0	3	0	0	0	0	0
2015-05-17-ARS	Arsenal	PREMIER	B	2949	3	6	10	5	0	2	0	0	0	0	0
14/06/2015	Red Heart United	OTHER	A	0	6	17	2	0	0	0	0	0	0	0	0
<b>Totals</b>				<b>59657</b>	<b>61</b>	<b>426</b>	<b>184</b>	<b>113</b>	<b>13</b>	<b>40</b>	<b>18</b>	<b>9</b>	<b>57</b>	<b>39</b>	<b>0</b>
							<b>310</b>			<b>67</b>			<b>96</b>		

### 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
2014-08-12-VAL	Valencia	FRIENDLY	A	0	0	0	0	0	0	0	0	0	0	0	0
2014-08-16-SWA	Swansea City	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2014-09-14-QPR	Queens Park Rangers	PREMIER	A	0	0	0	3	0	0	0	0	0	0	0	0
2014-09-15-SUN	Under 21's Sunderland	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2014-09-27-WHU	West Ham United	PREMIER	A	0	0	0	0	0	0	0	0	0	4	1	0
2014-10-05-EVE	Everton	PREMIER	B	0	0	0	0	0	0	0	0	0	1	0	0
2014-10-11-RUG	St.Helens v Wigan	RUGBY	B	0	0	0	0	0	0	0	0	0	0	0	1
2014-10-26-CHE	Chelsea	PREMIER	B	0	0	0	0	0	0	0	0	0	0	2	0
2014-11-08-CPF	Crystal Palace	PREMIER	A	0	0	0	0	0	0	0	0	0	2	1	0
2014-11-18-INT	Argentina v Portugal	INTERNTL	A	0	0	0	0	0	0	0	0	0	0	0	1
2014-11-29-HUL	Hull City	PREMIER	A	0	0	0	4	5	0	0	0	0	1	0	0
2014-12-02-STO	Stoke City	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2014-12-14-LIV	Liverpool	PREMIER	C	0	0	0	1	0	0	0	0	0	0	1	0
2014-12-16-BUR	Bury FA Youth Cup	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2014-12-26-NEW	Newcastle	PREMIER	B	0	0	0	0	0	0	0	0	0	0	4	0
2015-01-11-SOU	Southampton	PREMIER	A	0	0	0	0	0	0	0	0	0	2	0	0
2015-01-13-HUL	Hull City (FA Youth)	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2015-01-31-LEI	Leicester City	PREMIER	A	0	0	0	0	0	0	0	0	0	0	8	0
2015-02-03-CAM	Cambridge	FA CUP	B	0	0	0	2	0	0	0	0	0	0	0	0
2015-02-11-BUR	Burnley	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2015-02-28-SUN	Sunderland	PREMIER	A	0	0	0	0	0	0	0	0	0	0	0	0
2015-03-09-ARS	Arsenal	FA CUP	B	0	0	0	0	0	0	0	0	0	6	0	0
2015-03-10-TOT	Tottenham - Under 21's	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2015-03-15-TOT	Tottenham	PREMIER	A	0	0	0	0	0	0	0	0	0	1	4	0
2015-03-22-LIV	Liverpool Live Screening	OTHER	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2015-04-04-AST	Aston Villa	PREMIER	A	0	0	0	0	0	0	0	0	0	1	2	0
2015-04-12-MCFC	Manchester City	PREMIER	C-IR	0	0	0	2	0	0	0	0	0	0	0	0
2015-05-02-WBA	West Brom	PREMIER	A	0	0	0	2	0	0	0	0	0	1	0	0
2015-05-12-MCFC	MCFC - Under 21's	YOUTH	Police Free	0	0	0	0	0	0	0	0	0	0	0	0
2015-05-17-ARS	Arsenal	PREMIER	B	0	0	0	0	0	0	0	0	0	1	1	0
14/06/2015	Red Heart United	OTHER	A	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>24</b>	<b>2</b>
				<b>0</b>			<b>19</b>			<b>0</b>			<b>46</b>		

### 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
2014-08-12-VAL	Valencia	FRIENDLY	A	2	13	0	0
2014-08-16-SWA	Swansea City	PREMIER	A	4	12	5	2
2014-09-14-QPR	Queens Park Rangers	PREMIER	A	6	24	3	0
2014-09-15-SUN	Under 21's Sunderland	YOUTH	Police Free	1	2	1	0
2014-09-27-WHU	West Ham United	PREMIER	A	7	24	2	1
2014-10-05-EVE	Everton	PREMIER	B	4	17	0	0
2014-10-11-RUG	St.Helens v Wigan - Rugby	RUGBY	B	10	43	3	2
2014-10-26-CHE	Chelsea	PREMIER	B	1	15	1	0
2014-11-08-CPF	Crystal Palace	PREMIER	A	2	8	2	0
2014-11-18-INT	Argentina v Portugal	INTERNTL	A	0	5	0	0
2014-11-29-HUL	Hull City	PREMIER	A	4	22	3	1
2014-12-02-STO	Stoke City	PREMIER	A	3	12	2	0
2014-12-14-LIV	Liverpool	PREMIER	C	3	12	2	1
2014-12-16-BUR	Bury FA Youth Cup	YOUTH	Police Free	0	0	0	0
2014-12-26-NEW	Newcastle	PREMIER	B	2	22	0	0
2015-01-11-SOU	Southampton	PREMIER	A	4	8	0	0
2015-01-13-HUL	Hull City (FA Youth)	YOUTH	Police Free	0	1	0	0
2015-01-31-LEI	Leicester City	PREMIER	A	1	19	1	0
2015-02-03-CAM	Cambridge	FA CUP	B	3	17	1	0
2015-02-11-BUR	Burnley	PREMIER	A	3	18	1	0
2015-02-28-SUN	Sunderland	PREMIER	A	3	18	1	0
2015-03-09-ARS	Arsenal	FA CUP	B	3	17	2	0
2015-03-10-TOT	Tottenham - Under 21's	YOUTH	Police Free	1	2	0	0
2015-03-15-TOT	Tottenham	PREMIER	A	3	14	3	1
2015-03-22-LIV	Liverpool Live Screening	OTHER	Police Free	0	0	0	0
2015-04-04-AST	Aston Villa	PREMIER	A	4	23	0	2
2015-04-12-MCFC	Manchester City	PREMIER	C-IR	3	25	3	1
2015-05-02-WBA	West Brom	PREMIER	A	3	16	2	1
2015-05-12-MCFC	MCFC - Under 21's	YOUTH	Police Free	1	2	0	0
2015-05-17-ARS	Arsenal	PREMIER	B	0	14	1	1
14/06/2015	Red Heart United	OTHER	A	2	14	0	3
<b>Totals</b>				<b>83</b>	<b>439</b>	<b>39</b>	<b>16</b>

### Appendix F - Fire Detection and Alarm Activations

Code	Name	Event Type	Match Category	No. of Activations	Cause of Activation
2014-08-12-VAL	Valencia	FRIENDLY	A	0	
2014-08-16-SWA	Swansea City	PREMIER	A	0	
2014-09-14-QPR	Queens Park Rangers	PREMIER	A	0	
2014-09-15-SUN	Under 21's Sunderland	YOUTH	Police Free	0	
2014-09-27-WHU	West Ham United	PREMIER	A	0	
2014-10-05-EVE	Everton	PREMIER	B	0	
2014-10-11-RUG	St.Helens v Wigan - Rugby	RUGBY	B	0	
2014-10-26-CHE	Chelsea	PREMIER	B	2	2 x Cause Unknown
2014-11-08-CPF	Crystal Palace	PREMIER	A	2	1 x Smell of Burning - Oven residue 1 x Cause Unknown
2014-11-18-INT	Argentina v Portugal	INTERNTL	A	0	
2014-11-29-HUL	Hull City	PREMIER	A	0	
2014-12-02-STO	Stoke City	PREMIER	A	0	
2014-12-14-LIV	Liverpool	PREMIER	C	0	
2014-12-16-BUR	Bury FA Youth Cup	YOUTH	Police Free	0	
2014-12-26-NEW	Newcastle	PREMIER	B	0	
2015-01-11-SOU	Southampton	PREMIER	A	0	
2015-01-13-HUL	Hull City (FA Youth)	YOUTH	Police Free	0	
2015-01-31-LEI	Leicester City	PREMIER	A	0	
2015-02-03-CAM	Cambridge	FA CUP	B	1	1 x Water Boiler
2015-02-11-BUR	Burnley	PREMIER	A	0	
2015-02-28-SUN	Sunderland	PREMIER	A	3	1 x Smell of Burning - Oven residue 2 x Smoke Bomb
2015-03-09-ARS	Arsenal	FA CUP	B	0	
2015-03-10-TOT	Tottenham - Under 21's	YOUTH	Police Free	0	
2015-03-15-TOT	Tottenham	PREMIER	A	0	
2015-03-22-LIV	Liverpool Live Screening	OTHER	Police Free	0	
2015-04-04-AST	Aston Villa	PREMIER	A	0	
2015-04-12-MCFC	Manchester City	PREMIER	C-IR	0	
2015-05-02-WBA	West Brom	PREMIER	A	0	
2015-05-12-MCFC	MCFC - Under 21's	YOUTH	Police Free	0	
2015-05-17-ARS	Arsenal	PREMIER	B	1	1 x Break Glass - Accidentally Broken
14/06/2015	Red Heart United	OTHER	A	0	
<b>Totals</b>				<b>9</b>	

### Appendix G – Match Day Attendance

Code	Name	Event Type	Planned Kick Off	Match Category	Visitor Attendance	Total Attendance
2014-08-12-VAL	Valencia	FRIENDLY	19:30	A	35	58,383
2014-08-16-SWA	Swansea City	PREMIER	12:45	A	1,921	75,339
2014-09-14-QPR	Queens Park Rangers	PREMIER	16:00	A	1,284	75,355
2014-09-15-SUN	Under 21's Sunderland	YOUTH	19:00	Police Free	-	1,609
2014-09-27-WHU	West Ham United	PREMIER	15:00	A	2,405	75,317
2014-10-05-EVE	Everton	PREMIER	12:00	B	3,014	75,294
2014-10-11-RUG	St.Helens v Wigan - Rugby	RUGBY	18:00	B	-	66,602
2014-10-26-CHE	Chelsea	PREMIER	16:00	B	2,971	75,327
2014-11-08-CPF	Crystal Palace	PREMIER	15:00	A	2,350	75,325
2014-11-18-INT	Argentina v Portugal	INTERNTL	19:45	A	-	41,233
2014-11-29-HUL	Hull City	PREMIER	15:00	A	2,437	75,345
2014-12-02-STO	Stoke City	PREMIER	19:45	A	1,361	75,388
2014-12-14-LIV	Liverpool	PREMIER	13:30	C	2,973	75,331
2014-12-16-BUR	Bury FA Youth Cup	YOUTH	19:00	Police Free	-	2,131
2014-12-26-NEW	Newcastle	PREMIER	15:00	B	2,921	75,318
2015-01-11-SOU	Southampton	PREMIER	16:00	A	1,523	75,395
2015-01-13-HUL	Hull City (FA Youth)	YOUTH	19:00	Police Free	-	4,087
2015-01-31-LEI	Leicester City	PREMIER	15:00	A	3,063	75,329
2015-02-03-CAM	Cambridge	FA CUP	19:45	B	6,264	74,511
2015-02-11-BUR	Burnley	PREMIER	19:45	A	2,432	75,356
2015-02-28-SUN	Sunderland	PREMIER	15:00	A	2,413	75,344
2015-03-09-ARS	Arsenal	FA CUP	19:45	B	8,043	74,285
2015-03-10-TOT	Tottenham - Under 21's	YOUTH	19:00	Police Free	-	2,624
2015-03-15-TOT	Tottenham	PREMIER	16:00	A	2,685	75,112
2015-03-22-LIV	Liverpool Live Screening	OTHER	13:30	Police Free	-	1,572
2015-04-04-AST	Aston Villa	PREMIER	15:00	A	1,756	75,397
2015-04-12-MCFC	Manchester City	PREMIER	16:00	C-IR	3,049	75,313
2015-05-02-WBA	West Brom	PREMIER	17:30	A	542	75,454
2015-05-12-MCFC	MCFC - Under 21's	YOUTH	19:00	Police Free	1,266	16,708
2015-05-17-ARS	Arsenal	PREMIER	16:00	B	2,949	75,323
14/06/2015	Red Heart United	OTHER	14:30	A	-	48,849

### 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