1. Introductions and Apologies

Sheila Roberts (SRO) welcomed the group, introductions made and the meeting opened.

2. Minutes from the last meeting held on 6th March 2018 will be agreed at the next normal SSAG meeting to be held on Tuesday 3rd April.

### AGENDA ITEMS

#### 3. West Ham v Burnley on Saturday 10 March

Graham Gilmore wanted to stress that this was the first ever football game at the London Stadium were there was major discord inside the venue and it was unprecedented. LS185 give an analysis of events and presented CCTV footage for members giving full coverage of incidents that occurred in the stadium. It was noted that media coverage only focused on the pitch invasion however there were a large number of other incidents occurring at the same time around the stadium.

LS185 Safety Officer informed members that the intelligence report from the police suggested that it would be a low risk game with no potential disorder expected.

**Public Order Issues**

It was noted that the crowd were in a reasonable mood until after the second half when the mood deteriorated following the goals from Burnley. They recorded 152 separate incidents around the stadium, CCTV investigations are ongoing. Of these 50 have been classed as public order related. 20 response teams were deployed to deal with other issues.

**Pitch Incursions and Directors Box Demonstration**

It was noted and shown on CCTV that migration from the fans area had the hallmarks of a planned pitch incursion. Around 9 or 10 people moved onto the field of play with stewards working to try stop them. It was reported that fans warned stewards to ‘keep out of their way’. Protesters moved outside the directors box from blocks 113 and 114. From the CCTV evidence, it appeared that once the ball hit the net for the first goal, large organised groups all moved in unison and it all looked preplanned.
Streams of fans from bock 114 moved to the concourse and there were limited numbers of stewards in the area, which is the normal BAU layout. During this time, LS185 stewards and security were dealing with up to 30 incidents at any one time and around 150 significant issues around the stadium throughout the event.

There were a total of 66 dedicated staff members allocated duties relating to securing the pitch and these were all assisting. There was mass migration of fans from the east stand, blocks 101 and 102. Stewards were reportedly pushed to the ground, punched, shoved and coins thrown at them. One female steward who had been knocked to the ground needed medical attention. LS185 were not aware of this specific incident at the time as they were dealing with other sections of unrest.

Barriers in front of the corporate box were thrown. LS185 will be reviewing these and ensure that barriers in place will be more robust.

**Seat Migration**
After reviewing the CCTV footage LS185 concluded that the migration of fans appeared to be a carefully planned operation, initiated after the first goal was scored. All CCTV coverage has been shared with MPS and LBN for further investigation.

MPS crime scene are reviewing the CCTV and they asked that further details be submitted. LS185 are collating two sets of the available evidence, one copy for the police and one for the stadium banning orders team.

At this time there are 53 persons of interest currently unknown and 15 who are known. The pitch incursions were dealt with immediately on the day and those offenders will be issued banning orders. The police confirmed that they will be seeking to take action before the next game.

Fighting broke out amongst c.20 West Ham fans in the east stand which encouraged others to misbehave in other stands. The response teams was sent in to deal with the situation. At 16:40 the police arrived on the scene to assist.

Following further CCTV review it was notice that a potential unknown may have had a concealed weapon and this is been investigated.

The first individual to successfully manage a pitch incursion was assaulted by WH fans when he returned to the stands. Staff had to protect him and the chief steward was injured during this incident and needed medical attention.

MPS informed LS185 that all assaults need to be reported urgently. They suggested it be done immediately as a third party report so they can start investigations.

It was confirmed that there was only one ejection from the away fans section of a fan who stood on the pitch side barrier. No further away fan incidents were reported.

In excess of 40 assaults were recorded of both fans and staff. However, only 2 on the day were reported to the police. LBN advised that reports be submitted to MPS as a matter of urgency. LS185 informed the SAG that they have engaged extra staff to assist with reviewing the CCTV footage and collating the evidence.

**Stewarding Plan**
LBN advised that they had been made aware of changes to the stewarding plan prior to the Burnley game. LS185 confirmed that since the start of the season stewarding had been revised but that generally stewards had shown continual improvement and was acknowledged by Baroness Brady.

It was noted that following every event LS185 go through a rigorous session to see how they can improve and be more operationally efficient.

LS185 informed the group that they based their stewarding plan on the current intelligence which was that the Burnley game was categorised as low risk (Cat A) and the plan put together to show continual improvement and efficiency as a team was the one deployed. It was felt that it was a robust plan at the time. Had they had different intelligence they would have revised the plan.
Changes were as follows; Response team size was reduced from 1 supervisor plus 4 to 1 plus 3. LS195 felt that their response team were working well and there was no specific disorder that they were not able to deal with previously throughout the season. They therefore took a decision to remove 20 staff in total through this approach. They also took 10 staff from the managers reserve teams. The pitch response team was reduced from 12 to 8 based on only ever having one pitch incursion across 12 home games. Which meant one response team in each corner. Segregation staff numbers were also reviewed and the police intelligence lead risk assessment clearly stated that there was no history of disorderly behaviour between the two sets of fans so LS185 reduced their segregation staff from 44 to 34. Seat Kill staff were reduced from 40 to 28 again this was based on historical behaviour of fans. LS185 also reduced 1 or 2 other non essential staff members from around the stadium. Which makes a total of 68 staff less than for the previous Watford game.

LBN stated that although this event was designated as a CAT A and we had a SSAG before the Burnley game there was nothing specific declared at the time. However, just noting from the police risk assessment it was mentioned that if West Ham lost the game there could be potential of discord. LS185 confirmed that they took the MPS risk assessment into account when planning their stewarding. They also reviewed other factors that could have an impact on potential unrest and took into account the Bobby Moore remembrance day and hadn't anticipated that fans would be disrespectful.

Having reviewed the CCTV further it was noted that the youth groups are being influenced by the older risk groups.

Steward Briefing
In the briefing there is a standing order for anti protest banners, flags and flares based on information of events shared by the police at the time. The Safety Officer’s report mentioned potential pitch incursion and that information was shared with stewards and senior managers and cascaded to all groups at the briefing. Briefings start 5 hours before matches.

LS185 Safety Officers report mentioned that the SGSA rep and LBN rep explained that they were carrying out an audit of stewarding staff and both bodies had concerns about the quality of staff and the main areas was the pitch gate stewards and those in the north stand. Both these areas were resourced by security and both also raised concerns that have stewards working for the first time as a steward. SGSA reported staff have little if not any staff with or working towards NVQ level 2 qualification. When SGSA raised these concerns it was too late to change the staff and discussed this with the Safety Officer to be reviewed going forward.

CCTV
It was noted the LS185 Safety Officer carries out checks to all the systems 48hrs then 24hours ahead of any event. Checks carried out had been satisfactory. It became apparent on event day that there was some damage to the fibre cable which resulted in the loss of 3 bridge cameras. Contingency plan was immediately put in place after contacting LLDC, LBN and the police match commander and it kicked in efficiently with no further disturbance to the game. A full investigation is to be carried out.

Protesters pre-match
There were appx.60 pre-match protestors at Stratford who were engaging and compliant and walked from there to the Copper Box, with the police in attendance, and then dispersed peacefully. There were no issues recorded. There were additional PSU in the area in case it escalated.

Traffic Management Plan
LS185 are aware that they need to speed up the process of road closures and have been in discussion with their current provider as to how they can improve their efficiency to get the roads closed.

Safety Officers Report
This was shared with members and there was no further information that was needed to be drawn to the attention of the meeting. There is no criticism of the report.

Safety & Security of players, match officials, staff in tunnel and dug outs
During BAU there are no incidents taking place around the stadium and a member of the security team is always situated in the dug out. On this occasion, due to the unprecedented circumstances the security was pulled away to assist with outbreaks of fighting amongst fans. Going forward LS185 will put a plan in place to address this issue ensuring that there is a dedicated person in place for the
4th official and will not be re-deployed under any circumstances.

It was suggested that another phone be installed in the tunnel to assist with direct communication to the Safety Officer to keep the Fourth Official abreast of events.

WH also shared their concerns with potential safety of the ball boys and all pitch side staff which needs to be addressed.

4. MPS Feedback from the Burnley game

The police shared their concerns from the day and mentioned that they overheard conversations regarding the quality of the stewards and their ability to deal with issues.

Communication was also an issue within the control room which can be chaotic and noisy at times making it a challenge to be able to focus. MPS were not confident with the facts being translated to the control room for the police to respond effectively; information filtering through sometimes felt disorganised. LS185 explained that this was exacerbated by the fact all senior members had been involved in assisting with the incidents on the ground. LS185 are addressing the concerns raised with regard to the control room and the Safety Officer has outlined his recommendations in his report.

MPS explained that they make decisions based on a threat, risk and harm model and questioned if LS185 had a similar model. LS185 use the police report and intelligence to assist with their risk planning. It was noted that LS185 triage live events based on severity and there is a graduated escalation process continually assessing issues as they occur before it’s passed on to the police.

The police requested that all assaults on stewards need to be recorded by terms of injury and not how they were assaulted. It would also be useful to share all the assaults on the day regardless of course of action to be taken.

Members discussed the migration of fans towards the directors box and the safety of the stand. LBN have requested a copy of the structural engineers reports. E20 have confirmed that they have had the structure retested with the load that was on there on Saturday and the Structure Engineers report has deemed it safe, the report will be shared through LS185.

MPS called for central London reserves with PSU’s deployed along the pitch and within the vicinity of the protest.

It was not thought that alcohol contributed significantly to the events on the day.

SGSA asked WHU where the club got its intelligence from and what made them feel confident that the protest that was cancelled would not cause any unrest. WH confirmed that they attended a SSAG prior the Burnley game, and the protest march was on the agenda, and following in depth discussions with the police, LS185, LBN and other members it was agreed that the game would be low risk and there was no intelligence.

LBN highlighted the recommendations from the Green Guide, Section 3.12, over safety and what is excepted. LBN shared their concerns that there seems to be budgetary constraints which have an impact on staffing numbers. LS185 director confirmed that following a board meeting on Monday they have not been instructed to cut the safety budget. It was acknowledged that there is a focus on efficiency and that was the driving force of the savings agenda. They further explained that efficiency cuts related to barriers, searches, what the northern ticket hall operation looked like etc. which was the over all efficiencies.

WHU thanked LBN for raising the issue as it’s an absolute priority of the club to ensure the safety and security of all the staff and supporters at the stadium on match days as they don’t have any control of safety on the day.

E20 confirmed that budget and efficiencies are not the same thing. It was stated that E20 do not set a safety budget for LS185 they have a contract with them and LS185 run a safe and compliant venue. E20 have discussions on how efficiently LS185 manage the venue covering all aspects of the stadium and they do not get involved in terms of number of stewards or the operation of the event. It has always been agreed that they manage a safe and enjoyable quality venue.
LBN also highlighted that the stewarding deployment plan was of concern, in relation to the Green Guide. LS185 need to comply with their approved stewarding plan. The general safety certificate is issued for a capacity of 57k subject to compliance with the operational manual. In the ops manual there is a stewarding deployment plan which is clear on the percentage of stewards being a level 2, and that no stewards will work without a full induction. They were advised to go back to their own plan that was previously submitted and approved by the Local Authority and ensure all their subcontractors are 100% compliant. A full audit is now been carried out by LBN. Green Guide Section 4.3 and 4.8 needs to be impressed on all subcontractors that they need to meet these requirements and LS185 need to ensure stewards are knowledgeable and well briefed.

The LS185 Stadium Operations Manual that needs renewing annually has not yet been received for 2017. LBN will work with LS185 to ensure documentation is up to date.

The risk assessment for each event needs to be event specific and thoroughly reviewed with a section needed to clearly show fan unrest and mitigation for future football matches.

Overall LBN were satisfied with the decisions made by the Safety Management team on such a challenging day but that work needs to be done on quality and provision of stewards.

5. West Ham v Southampton 31 March 18

This has been designated as a category B. Both the police and WH are aware of potential further unrest. The stadium will be treating it has the highest risk and will be putting forward a robust management plan to deal with any potential unrest.

They will be deploying 26 staff response teams plus 2 manager reserves (1 + 4).

The area in front of the directors box will have barriers installed with chute gates. There will be extra security based right and left of the corporate seating area which will be discussed further.

A comprehensive pitch reinforcement plan has been put together with 114 staff all SIA licensed. Handover and tunnel security teams will be in place with response teams at corner flags. Also increased dug out teams and management/supervisory teams to manage it. The new measures taken are sensible and robust.

50 staff dedicated for the directors areas which is well above the Safety Certificate requirement.

Alcohol Management
It was noted that provision of alcohol was not a major factor and did not need therefore addressing. Management just need to reinforce that alcohol cannot be taken to the stand. Stewarding to be clearly briefed.

Persistent Standing
This is still an ongoing issue and the safety and customer experience still needs resolving. It was acknowledged that this is still an ongoing issue and continually under review.

WH are committed to work with LS185 operationally and rely on the stadium operators to control and manage match day events.

MPS suggested that the club take away the motivation of the unrest. WH wanted to make it clear that the Board’s priority was the safety and security of all supporters and members of staff working at the stadium on the day. WH are working with the fan base and meeting with supporters advisory board to discuss actions, manage expectations, potential branding of stewards and other measures to make the stadium feel more like a West Ham stadium.

MPS suggested West Ham work with their Protest Liaison Team to discuss and review the motivation of fans. MPS Protest Liaison Team details to be shared with West Ham.

Following detailed discussions it was agreed that fan behaviour was the main issue. Again it was stated that it was only a small percentage that caused the unrest.
6. A.O.B.

LLDC asked if a pitch incursion occurs what plans are in place to mitigate it. MPS will have a police planning meeting prior to the next game and will have extra resources both inside and outside the stadium. The police suggested that fans are made aware that there will be barriers in place and that they will not be able to migrate.

The SGSA would like confirmation that the stewards by the barriers/gate will be able to open them easily and safely. A plan needs to be in place to deal with response, prevention and decision making. A revised operational plan is recommended after each match to ensure all plans and models are working as expected and must be documented.

LS185 are scoping a talk through/whisper set for the control room and will be reviewing radio comms and ways to minimise chatter.

LBN concluded by thanking members for their honesty and openness. Advising that this was an exceptional set of circumstances and there have been lessons learnt. It has not been concluded that that anything that happened on the day was as a direct failure in the safety management regime of LS185.

It was noted that on the day, the LS185 safety team behaved exceptionally considering the unprecedented number of events taking place. LBN reiterated that concerns around stewarding provision/qualification will need to be reviewed and discussed further. It was only with police support that they avoided a mass pitch incursion at final whistle.

LS185 will need to ensure that their safety management plan is reviewed and solutions need to be partnership wide, LS185 as the operators, E20 as the owners, LBN as the certifying authority, SGSA with their experience and the Club and the Police.

Forensic investigations are ongoing and LS185 have advised that there will be more resilience built into the Safety Management Plan. A decision making matrix and the risk assessments, seat migration control, improved reporting to the police are all areas that need more work.

Going forward all matches will be treated as a CAT C (IR) by LS185 for home games and police will be present at the next home game and their presence will be requested by LS185 at all future home games.

Overall there are lessons learnt and the Safety Advisory Group will continue to work closely with LS185 to assist the move forward.

10. Date of next meeting

Next meeting to be held on Tuesday 3rd April 2018 (to include Concerts).