1. **Introductions and Apologies**

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

**Apologies received from:**

2. **Minutes from the last meeting held on 15th March 2018, checked then approved for accuracy.**

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<tr>
<th>AGENDA ITEMS</th>
<th>Actions</th>
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**Matters arising from the last meeting:**

West Ham United (WHU) wanted to have it noted that there is an independent investigation jointly commissioned by West Ham United and E20 currently underway following the events at the Burnley match. They wanted to stress that they do not recognise the facts and figures mentioned in the media, including the figures quoted for the number of Banning Orders issued and the number of pitch incursions that occurred. They feel that the unverified information being discussed in the media is fuelling ill feeling with the fans and worry that figures discussed in SAG meetings are being shared outside of the group.

It was noted that all matches going forward (2017/2018 season) will be treated as CAT C (IR) by LS185 and will be staffed accordingly. The Metropolitan Police Service (MPS) stressed that this is not necessarily the same as the police categorisation.

LBN chair (SR) reminded the group that the SAG meetings are about public safety and primarily public disorder and will not be discussing media coverage of any incidents. She also requested that all partners at the SSAG respect the content and confidentiality of the meetings until the minutes have been agreed and approved for accuracy then published.

WHU added that they were disappointed that information from the SSAG minutes covering the Burnley game was in the public domain before being agreed and approved collectively at SSAG.

LBN clarified that it was mentioned that there were 52 Persons of Interest of which 15 were already identified and not known through bans. The 6 banned had not been discussed in the SAG.

Issues arose in relation to the accuracy of the initial Incident Report for Burnley which members discussed further. LBN informed partners that they are confident in the levels of accuracy presented by LS185 as their Safety Officer is experienced, qualified and has a statutory role. Both LS185 and WHU are moving forward together examining a range of concerns as well as reviewing what happened at Burnley and how to move forward positively.
WHU – All the information contained in the minutes about Burnley will be looked at as part of the review. WHU – Under point 3 (in minutes) – want it noted that Burnley was not the only match where there was discord, Chelsea match lead to measures being implemented. SRO – wasn’t to the degree or level seen at Burnley, therefore unprecedented.

Steward training, updating operations manual concerns, has been noted by WHU.

### 3. Events update – Strategic Actions & Learnings

Headlines given on the following games that took place at the Stadium:

**West Ham vs Southampton**

43,000 spectators, 3 ejections of away fans, no arrests or medical incidences.

The group felt that the Southampton match went well, both in terms of crowd behaviour and the safety management in place. There was a positive atmosphere and thanks were relayed to all of those involved in the pre-event messaging and to those involved in safety management. It was also agreed that it is not sustainable to resource every match as a CAT C (IR) next season. SR urged partners to work more closely together to deal with the small minority of disruptive fans ensuring a better spectator experience for all others. Strategic lessons learnt from the Burnley game should be implemented.

Discussions continued covering influences and factors affecting fans; social media, WHU's position in league table, the anti-board sentiment and animosity between fans (a number of opposing supporters groups exist).

After the first goal went in during the Burnley match there was some migration within the bowl and a limited number of people got on to the field of play, although more were prevented from doing so. This has lead to changes in the way the Field of Play is protected & how the stadium is stewarded. Looking at the log of the Burnley match there were a range of incidents including a migration of fans to the West Stand from all around the stadium to voice their protest to the Board (west stand). In addition black balloons were released, coins were thrown, pitch incursions took place and there were sporadic fights in the seating areas. For the Southampton match a segregation line was introduced inside the stadium between the north and west stand using mojo barriers. More robust gates are now in place as well as segregation areas to lockdown stadium half way round. Some measures were already in place but are now staffed and gates can be closed if needed.

The group was advised that there was a demonstration prior to the Southampton match that was managed by the Metropolitan Police. Fans were able to voice their opinions and went without serious incident.

### 4. Events update:

- **Sat 14th April West Ham vs Stoke City**
- **Sun 29th April West Ham vs Manchester City**

### 5. Intelligence on forthcoming games

All remaining home games are likely to be classified as CAT B , but this may change depending on police intelligence received.

MPS reported that the Stadium has requested police for the next 4 home games. There is a planning meeting a week before each match between MPS and LS185.

GH (LS185) stated that the stewarding plan for Stoke game will remain the same as for Southampton. Only change may be that LS185 will use every single one of the overbooks – up to 120 staff who had been booked as a contingency measure. They were deployed on to the Stadium island and around the vomitories. Something LS185 wouldn’t usually do, but there are overbooks for every single event as a contingency. LS185 will review the number of overbook. Staffing deployment of 1300 plus 110 for egress.
LS185 have requested their suppliers provide an additional 10% to cover their own shortfall for staff that don't turn up or meet the required standard and are sent away. Moving forward LS185 may not arrange for the same level of additional resource if not needed depending on dynamics and intelligence.

Partners agreed that the stewarding audit undertaken by LS185, Council and others was much improved. It was suggested that after briefings LS185 should do a self audit and question the stewards also review consistent postings. LS185 explained that the steward briefings are improving.

JN reminded LS185 that the day before each event LBN need to receive details of stewards booked, their experience and qualifications.

E20 emphasised that messaging from club must go out prior to matches advising fans to respect the stewards and any assaults will have consequences.

West Ham stated that they do have messaging going out with stories of stewards to try and humanise.

LS185 confirmed that the Security plan in place is 100% vehicle checks going into car park and will continue for rest of the season and beyond.

6. CCTV

It was mentioned that there was some issue with a fibre cable and the CCTV was down for a very short time during the Burnley game (not the bowl cameras). LS185 advised the group that works have been done, the system is now stable and there were no problems with the CCTV at the last match. Although cameras have been replaced since the original system was installed there are aspects of the system that could be modernised. LS185 are looking at longer term solutions and have spoken to a number of companies regarding CCTV provision, including companies that provide CCTV with facial recognition. SR stressed that there was no breach of the Safety Certificate for CCTV requirements due to the contingency arrangements in place.

7. Banning Orders and the enforcement of them

It was announced that 200 fans were banned during the 2016/2017 season by the club and LS185, bans ranged from one match, three matches and some more. LS185 are not aware of any lifetime bans being issued, the club didn’t issue any. These bans were issued mainly following the disorder at the Chelsea game as well as for infringements of Ground Regulations and Premier League’s Regulations. Obviously when bans come to an end, individuals are able to return to the club however, it is not believed that any persons who were currently banned got in at the Burnley match due to protocols in place removing them from access systems that activate the turnstiles. Members continued discussions acknowledging the issues around Ticket Touting, exchange of season tickets and migration around the stadium all play a part not being able to identify banned perpetrators.

West Ham added that ticket touting was a football wide problem. WHU want to verify the number of supporters banned and clarified that there is a difference between Football Banning Orders and Club bans.

LBN (SR) stated that it is not just about the banned people getting access, there were a number of factors which affected the level of disorder. These need to be managed to prevent any major disorder again.

Attention was drawn to migration around the stadium as being a real issue not a normal football issue, it’s a building infrastructure issue. WHU confirmed that the measures the Safety Officer put in place were really effective. Mojo has really helped to stop migration. Partners discussed the impact of any physical measures that would affect free flow around the stadium and LBN advised that any changes would mean that the P Factor would need reviewing.

LBN informed the group that the stadium have been asked to review their Standard Operating Procedures, specifically the part relating to managing disorder in and outside of the stadium due to recent events.
LS185 (GH) advised that a robust and proportionate plan was delivered for Southampton match, which was agreed with partners. 1300 staff were deployed. Some issues were identified and minor learnings and tweaks are to be made going forward. In conclusion it was a positive day but with 4 games to go other challenges may arise.

WHU added that the Manchester United and Everton matches at the end of the season may be the games where this plan will be tested. LBN advised that it's not just about visible deterrent and there has to be consequences and clear intelligence on those to be banned.

WHU acknowledged they take staff safety seriously and will continue to work closely with LS185 safety team. LBN advised that it is good practice to have planning meetings before every game, not just high risk, so everyone is aware of the bespoke plan for matches no matter the category. Continue with partners briefing over the phone but more detailed planning meetings should also be scheduled.

Members discussed the major contributing factor outside the control of SAG which was fan behaviour.

LE (SGSA) asked what control measures can be put on tickets and why can’t season tickets have photos on them to prevent transfer of unused tickets?

WHU stated that unused tickets just means that fans are not coming in and it was noted that the Fortress system is accurate, it counts every ticket that comes through the turnstile, even corporate.

SGSA questioned where the touts were getting tickets from as there are a number of season ticket holders not turning up, about 6%.

WHU advised that this happens at every football ground. West Ham have got a ticket exchange function in place and can see who is reselling the tickets, to whom and where tickets are going.

MPS stated that after the Liverpool game, the police worked hard on dealing with ticket touts. Hundreds were getting in on touted tickets, again this is an event industry wide issue.

LBN added that football ticket touting is a criminal offence and WH must ensure accountability on ticketing strategy and work with LS185. WHU confirmed that it was normal for season ticket holders to forward their seat to someone else through the forwarding function and the season ticket holder is responsible for that person. WHU ban people using tickets outside this strategy.

Members discussed the option of photo cards, level numbers on season tickets, potential colour-codes card for different quadrants for ease and speed of seat location by stewards. It was noted that other clubs are also looking into photo cards.

WH will consider the options and also suggested Biometrics, ticketing on mobile devices, making forwarding tickets easier and smart ticketing. They need to evaluate evidence and understand what would be needed to implement such a procedure.

JN (LBN) reiterated that there was a massive problem with transferability of tickets as some season ticket holders that attend all home games have acknowledged that they never seem to sit next to the same person. This just highlights the issue of not knowing who is in the stadium and must be addressed.

SGSA added that they have received calls from fans complaining that they are surrounded by different people and don’t feel comfortable.

SR (LBN) stated that this is not evidence beyond reasonable doubt, but still needs resolving. This is a Security and accountability issue. Counter-terrorism measures are more important now. **WHU have been asked to confirm their exact number of season ticket holders.**

It was suggested that Steve Riley (LS185 consultant) look into biometrics for long term and quadrant colours and levels for short term.

JN added that West Ham had revenue protection teams and suggested they bolster as this would help. He recapped that both a short term solution and long term strategy is needed.
West Ham United – Stadium Safety Advisory Group Meeting (SSAG)

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<tr>
<th><strong>WHU confirmed that they will work on the short and long term solution.</strong></th>
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<td>MPS suggested timescale for plans to be agreed by the next SSAG. They added that ticketing was more urgent.</td>
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<td>Members considered and suggested WHU review best practices from other stadiums including family enclosure to limit bad behaviour and persistent standing in the upper tiers.</td>
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<tr>
<td><strong>WHU pointed out that this was work in progress and discussions need to be had with head of ticketing to develop timescales. WHU have already started to address some of these points.</strong></td>
<td>WHU</td>
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<tr>
<td>LBN added that they would be fully supportive of the photo cards, colour coding and level numbers on all season tickets.</td>
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### 8. Persistent Standing

LBN continues to be concerned with the persistent standing in the upper tiers block 215, 216 and 217 due to the rake and height. Steps taken so far need to be more effective in preventing persistent standing. It was suggested that the front three rows be taken out for safety. West Ham has banned some of the ringleaders but this hasn’t stopped the problem. It was stressed that the Council can change the ‘S Factor’ and essentially prohibit the use of those seats and will if it continues as persistent standing breaches the Ground Regulations, FA Regulations and Green Guide recommendations.

CCTV shows that there is a trend of standing in those areas and that the fans don’t sit when asked by the stewards. Suggested that a different demographic is moved into that area. Members were reminded that it was within the power of the club and stadium operator to deal with this.

**Banning orders**

LS185 are working with club on this with 26 bans and others being looked at. When infringement is agreed then the club takes it over and decides length of ban. Life bans issued for pitch runners and those throwing missiles, 26 life bans issued in total.

Still an ongoing police investigation, when the MPS have completed their investigation the club can then decide what to do regarding those involved.

Huge amount of CCTV footage is still being reviewed. SR (LBN) illustrated that dealing with migration and ticketing will make these matters easier to deal with in the future.


Steve Riley is undertaking a review of the Stadium Operations Manual. There is a three-phase plan in place to do this with the 8 most urgent sections being revised by the end of April 2018, this includes the Ticketing Strategy, Persistent Standing as well as the Spectator Safety Policy.

The second most urgent group of sections will be revised by the end of May 2018 and the remaining sections will be completed by the 31st July 2018.

### 10. A.O.B

**Ticketing Strategy**

WHU has advised that letters for their season tickets have already been sent out and the season tickets go on sale Thursday. It is not possible to delay them.

SR (LBN) advised that Angus Kinnear had previously told the Council that it is possible to recall tickets on safety grounds.
**Full review of certification for the Stadium**

JN has carried out a full review of the maintenance paperwork for the stadium, which has been ongoing for the past 6 months. There are a few areas of concern remaining; issues with fire dampers, fire doors, electrical safety and the CCTV. The Stadium is reviewing these matters. Apart from these areas, which are being addressed, the Council is satisfied.

**Makeup of SAG**

SR is to re-circulate the terms of reference for the Stadium SAG. The last 2 SAG meetings have had a restricted invite list of core members only. In order to continue to have open and honest discussions and to avoid conversations regarding commercial and contractual issues, only invited members should attend.

People who have a knowledge and understanding of public safety and who can discuss safety on behalf of their respective organisations should attend the meetings. SR stressed that the meetings are held primarily to discuss public safety matters.

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<th>11. Date of next SAG meeting</th>
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<td>Next SSAG will be held on the 18th June 2018</td>
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