

**Safety of Sports Grounds Act 1975
Chelsea Football Club Safety Advisory Group (SAG)**

Tuesday 18th July 2017, 10:30am

Stamford Bridge Stadium, East Stand

MINUTES OF MEETING

PRESENT:

London Borough of Hammersmith & Fulham (LBHF):

Michael Allen	- Network Co-ordination
Douglas Dickson	- Trading Standards Officer
Bathsheba Mall	- Governance and Scrutiny
Kieran McKenna	- Commercial Services
Stephanie Needham	- Commercial Services
David Nimmo	- Building Control
Ann Ramage	- Bi-Borough Head of Environmental Health (Chairman)
Keith Stevenson	- Parking Services, LBHF

Chelsea Football Club (CFC):

Chris Alexander	- Finance and Security Director
Jill Dawson	- Safety Officer
Jamie Gray	- Head of Facilities
Keith Overstall	- Head of Security

NHS England

Rachel Eggar

Chelsea and Westminster NHS Foundation Trust

Catherine Sands

Metropolitan Police Service (MPS):

Acting Chief Inspector James Brockway
Police Constable Paul Wright

Item No.	ITEM	ACTION
1.	Welcome from the Chairman	
1.1	The Chairman welcomed everyone to the meeting and began by congratulating the Club which was recently awarded an "Achievement" accreditation in the London Healthy Workplace Charter, for its work to improve employee wellbeing. Chelsea FC was the first football club in the country to be accredited and set a	

	positive precedent to employers across the Borough.	
2.	Apologies / introductions	
2.1	The Chairman invited introductions. Apologies were received from: Chris Baker- Deputy Safety Officer Geoff Gallilee – Sports Grounds Safety Authority Jamie Maynard - LAS Michelle McHugh - LFB Dr Hugh Millington- Club Doctor Matt Shute – LAS Emergency Planning and Resilience Officer Lisa White – LBHF Licensing.	
3.	Confirmation of the previous minutes and matters arising	
3.1	The minutes of the meeting held on 19 th January 2017 were approved as an accurate record. The Chairman identified actions from the minutes that were outstanding:	
3.2	Minute 4.2 PA system coverage at Wansdown Place. Ann Ramage confirmed that Chelsea would receive the support from the Council to ensure that this was progressed. Recalling the discussion from the previous SAG meeting AR noted that Tony Pegrum had agreed to investigate whether speakers could be mounted on lamp posts. This was to remain on the agenda.	Kieran McKenna / Tony Pegrum /Ann Ramage
3.3	Minute 6.11 Ann Ramage had asked Keith Overstall to review the last 6 incidents of missiles thrown to identify any possible patterns or trends. To be covered under the Clubs report. Minute 9.3 Ann Ramage had previously confirmed that she would like to attend a Fans Forum meeting. Chris Alexander confirmed that they would identify a suitable date for her to attend.	CFC / Kieran McKenna
4.	Stadium Redevelopment update – Planned works for closed season	
4.1	Chris Alexander confirmed that work was progressing but several additional permissions and contracts needed to be agreed before the commencement of works, with further obstacles anticipated.	Chris Alexander
4.2	It was noted that the Club would be based at Stamford Bridge for a further three seasons and that progress updates would be provided to the SAG at future meetings.	Chris Alexander

<p>5.</p> <p>5.1</p> <p>5.2</p> <p>5.3</p>	<p>Victory celebrations and the planning process</p> <p>Ann Ramage noted that Marc Smith, from Heart Productions, had confirmed that he would attend the meeting but was not present. Keith Overstall explained that Chelsea Football Club (the Club's Board) anticipated working extensively with the company, in the future. Ann expressed concern that she had expected Marc Smith to attend to debrief and that in his absence, this would be deferred to the next SAG meeting.</p> <p>It was explained that several officers from the Council had been involved in the planning process required to support a celebratory event, committing significant time and energy in facilitating various elements, to ensure both public safety and a successful event. Ann Ramage expressed her concern that despite the uncertainty as to whether the event would go ahead, it should have been recognised that advanced planning at an earlier stage was essential to the successful execution of such an event. She identified the following learning points:</p> <ul style="list-style-type: none"> • There were, necessarily, tight timelines for such events but both the Council and the Club, recognised that this was as much a celebration of the Clubs achievements, as it was a reward for loyal supporters; • Earlier planning; a board level decision at an earlier stage in the season may well be costly, but the outcome would be a well-executed and safe event; • Due diligence – a poorly planned event, executed under time constraints would have serious repercussions, if something were to go wrong; • Licensing and Special Safety Certificate applications; Ann Ramage strongly recommended that the Club further explore this at the earliest opportunity. A Special Safety Certificate, would allow the Club to hold a supporter's event in the stadium. Any licensing arrangements required for such an event would be subject to 3 months' public consultation. Both these applications could be progressed in anticipation of any future events that the Club may wish to arrange. <p>Chris Alexander agreed that this would be further explored, outside the meeting.</p>	<p>CFC</p> <p>CFC / Council</p>
<p>6.</p> <p>6.1</p> <p>6.2</p>	<p>CFC Safety / Security Management Review 2016/17</p> <p>Jill Dawson provided a summary of the key points to be highlighted in the review:</p> <p><u>Management / Operational Changes</u></p>	

	<p>Match day operational changes saw the addition of Fire Stewards, under the direction of the Clubs Fire Officer. This will add greater resilience to the Stewarding Team. The placement of a person in the control specifically focusing on fire incidents would report directly to the Fire Officer and the Safety Officer.</p>	
6.3	<p><u>Update on Safety Management Arrangements including stewarding / security arrangements</u></p> <p>Additional stewards in two intakes during the 2016/17 Season meant that the Club was well resourced to meet subsequent challenges arising from the Club's success in winning the Premier League and reaching the FA Cup Final. The additional stewards also facilitated greater vigilance and increased search measures, which was subject to continuous monitoring and review, given the current potential security threat level.</p>	
6.4	<p>The Crystal Palace fixture offered the most challenging match of the season, with several fire crackers and flares being brought into the stadium, despite the increased and vigilant search measures. By the close of the season, it was anticipated that 300 stewards will have gained an NVQ2 qualification in safeguarding. A further group will be seeking a NVQ2 Spectator Safety qualification, before the next season commenced. Six senior match day staff had also attended a Disability Awareness course. In terms of future training and development, senior staff would also be enhancing their current first aider qualifications.</p>	
6.5	<p>The 2016/17 Season also saw the publication of the joint Home Office and Kick It Out, Tackling Racism and Discrimination guidance, and, publication of the Clubs own information hand out on Safeguarding and Child Protection.</p>	
6.6	<p><u>Search Regime</u></p> <p>Referencing an earlier point, Jill Dawson explained that the Club had introduced additional search procedures, with ticket checking undertaken at the perimeter of the Stamford Bridge, with further bag searching prior to entering the stadium.</p>	
6.7	<p><u>Flares, smoke bombs and pyrotechnics at matches</u></p> <p>Referencing an earlier point, Jill Dawson reiterated that the protocols for dealing with flares, smoke bombs and pyrotechnics was under continual monitoring and review, with an enhanced number of dedicated fire stewards.</p>	
6.8	<p><u>Persistent Standing</u></p> <p>It was explained that the Club had not changed its protocols in dealing with this issue. Where this had been identified as an issue</p>	

	<p>with visiting teams, seating numbers in the relevant stands had been reduced accordingly. The Club had recently been invited to participate in a survey conducted by the Premier League on Persistent Standing.</p>	
6.9	<p><u>Accident and Injuries Statistics and Trends</u> The Club continued to work well with both St John Ambulance and the London Ambulance Service. Statistics for the third consecutive season had shown a decline in numbers receiving treatment or being transferred to hospital.</p>	
6.10	<p><u>Smoking Policy</u> The Club policy remained unchanged.</p>	
6.11	<p><u>TV Broadcasting</u> The Club policy remained unchanged although the difficulties of managing the demands made by media organisations continued to challenge the protocols in place for dealing with broadcasting requests. As a case in point, Jill Dawson referred to the Everton fixture planned for August. Given the Clubs success this year, it was noted that this had attracted increased interest from broadcasters to undertake televised coverage. Jill Dawson confirmed that the Club had an agreed protocol and could respond quickly to requests.</p>	
6.12	<p><u>Reward and Recognition Evening</u> It was noted that the highlight of the 2016/17 Season was the Reward and Recognition Evening, attended by over 300 stewards and turnstile staff, who had worked for five years or more at the stadium. Pin badges recognising the years of service were presented by the Club Chairman, Bruce Buck.</p>	
6.13	<p>Jill Dawson thanked partner agencies for their continued support throughout the season, and Mark Whitten and James Brockway, who had provided continuity in the Control Room and on the ground. She also thanked the LAS, St John Ambulance Service, and the Council.</p>	
6.14	<p><u>Ejections / refusals: statistics and trends</u> Keith Overstall reported that there had been 165 ejections recorded for 2016. For the 2016/17 Season, there had been 59 Home supporters ejected, and, 106 Away supporters ejected. Alcohol related ejections totalled 19, with 4 arrests. Alcohol refused entry was 27, 19 of which were Away supporters.</p>	
6.15	<p><u>Possession of Drugs</u> A total of 31 arrests and ejections had been made for individuals found to be in possession of drugs, all but one of which were Away supporters and occurred at the Crystal Palace fixture.</p>	

6.16	<p><u>Complaints</u></p> <p>An overall total of 124 complaints had been received. A slightly increasing trend could be identified in the complaint figures for persistent standing, up from 32 during the 2015/16 season to 41 for the 2016/17 season. Complaints about foul and abusive language were slightly lower than the previous season, at 24; hate crime had increased from 12 to 18; and steward related complaints had increased from 20, to 29. By way of a positive contrast on this final point, it was reported that there had been 13 compliments registered for stewards.</p>	
6.17	<p>Focusing on victim based complaints resulting from coin throwing incidents, it was noted that most of these had occurred during the Everton and Tottenham fixtures, resulting in two arrests. In discussing possible repercussions for the next season, Keith Overstall speculated that the option of removing seats was not sustainable. The Club would continue to focus on the stewards gathering information and evidence, who were best positioned to monitor and control a broader area of the stands. Acknowledging that missiles could potentially cause serious life-changing injuries for players and spectators, this would be carefully monitored.</p>	
6.18	<p><u>Fakes and forgeries</u></p> <p>In response to a query from Ann Ramage, Keith Overstall explained that due to the quality of printed forgeries, they were becoming increasingly challenging to identify. Guidance issued by the Metropolitan Police and the Club was that members of the public should be encouraged to report incidences of forged tickets or season ticket memberships.</p>	
6.19	<p>During the discussion that followed, Ann Ramage enquired as to the feasibility of the Metropolitan Police running a similar exercise as they had in the previous season targeting ticket touts. While the high cost and emotional impact to both the Clubs reputation and on the victims was acknowledged, James Brockway confirmed that this would not be possible. The Borough Commander was unlikely to endorse this approach, given the current level of police resources.</p>	
6.20	<p>Keith Overstall clarified that this was a London-wide issue. There was a huge amount of sophisticated, organised crime behind the production and sale of fakes and forgeries, assisted by the advancements in technology, which made it increasingly difficult to identify fakes and forgeries. While there were resourcing issues, it was accepted that it should be actively demonstrated that such incidents would continue to be monitored and challenged.</p>	
6.21	<p>Douglas Dickson confirmed that information and evidence gathering helped to identify patterns, and be referred to the Police. He reported that in 2016, the Football Association had organised a meeting with organisations responsible for the ticketing for all clubs.</p>	

	<p>Two clubs, including Chelsea, had acknowledged that there was a problem. He explained that he had requested that the issue be classed as a national crime but was advised that this not possible due to the low frequency of incidences that could be evidenced.</p>	
6.22	<p>James Brockway agreed that a full picture of what was occurring was needed, to establish the extent of the problem and the level of resources required to tackle it. In terms of what could be a measure of success, Chris Alexander commented that in his view, this was the level of disruption caused to touting activities, because of an active and visible police presence, together with the collaborative efforts of the Club. James Brockway concurred, however, this was limited to the available options and the correct use of legislation. Action without enforcement was unhelpful. Exploring the possible options, Ann Ramage suggested a police presence at the entrance to the shopping mall. Keith Overstall added that the Club had cancelled over 6500 memberships this year, to anticipate or identify issues and intervene, before they reached the turnstiles.</p>	
6.23	<p>Paul Wright would investigate further and Ann Ramage indicated that she would raise the issue with the Chairs of other London SAGs. It was agreed to further explore this issue outside the meeting.</p>	<p>Paul Wright / James Brockway / Ann Ramage</p>
6.24	<p><u>Traffic Management arrangements</u> Ann Ramage noted that the Traffic Management Order (TMO) arrangements were working well but it might be helpful to review the process, particularly in the context of limited games, for example, the FA youth match. Any variations above the threshold of 5000 would require road closures. Ann Ramage indicated that there should be further dialogue on this issue, to ensure that the TMO could provide cover for future stadia events such as open days.</p>	
6.25	<p><u>Counter Terrorism / Security</u> Ann Ramage explained that there was a wider piece of work taking place to protect the TMO area and preventing unauthorised access by vehicles. There had been a request to hold a collaborative, joint meeting between all three clubs in the Borough (noting that Chelsea falls within two boroughs) and the Police. The Club confirmed that they would happy to support this approach.</p>	<p>LBHF / Police / CFC</p>
6.26	<p><u>Supporters Groups Liaison / feedback</u> Ann Ramage reported that several Premier League supporter's groups had put together a joint set of views and opinions, which offered a sound and accurate, national perspective. It was noted that the group included Chelsea Supporters Trust. Using the example of the Newcastle fixture to illustrate, planning for a match date did not consider the lack of accessible public transport links to facilitate timely travel to the match. An internet link to the paper to be circulated.</p>	<p>Kieran McKenna</p>

7.	Metropolitan Police	
7.1	James Brockway provided a summary for the 2016/17 Season from the policing perspective. He confirmed that there were no operational Borough changes to report but there were currently options being explored which would be reported, once known.	
7.2	It was reported that 37 Command Team officers had policed 24 fixtures, 19 of which had been Premier League fixtures. Of the 37 roles, 28 had been resourced from the local SLT, with 9 from either SCO22 or other boroughs. There had been 9 category A, 13 category B and 2 category C fixtures. There had been 76 arrests during the Season, a decrease compared to the previous 2015/16 Season. Of those fixtures, 59 had taken place during Premier League fixtures, compared to the previous season, where there had been 63, so static.	
7.3	There was no discernible trend or pattern, with a slight increase in the number of violence related incidents, and, a reduction in drugs related incidences. The Chelsea Vs Tottenham FA Cup semi-final fixture at Wembley was notable, with incidences of anti-social behaviour, pyrotechnics and anti-Semitic chanting, the latter being currently investigated, following a report from Kick It Out.	
7.4	The fixture against Crystal Palace was also notable, with 5 pyrotechnics found inside the stadium, compared to the huge amount recovered outside the stadium, which was a concern. It was noted that these were back to back fixtures, with a mixture of good and bad behaviour. It was also noted that homophobic chanting was a national issue and would potentially get worse, now that Brighton had moved up to the Premier League.	
7.5	<p>The following Away fixture statistics were highlighted:</p> <ul style="list-style-type: none"> • West Bromwich Albion - 53 arrests, 25 of which were at the match; 21 arrested for pitch incursion; • Tottenham - 3 arrests for racially aggravated behaviour, affray and possession of an offensive weapon and sexual assault; and • West Ham United - 2 Chelsea supporters arrested and convicted of public order offences, but this operation had been led locally and specifically targeted West Ham supporters. 	
7.6	It was reported that Chelsea supporters had been misbehaving on Virgin run trains and that there were plans to meet with BTP to explore how this could be best addressed. Additional Metropolitan Police officers will be deployed on Virgin train services and JB added that there was a useful exchange of intelligence with BTP. AR commented that meetings for certain fixtures prior to the match	

	<p>with the supporter's trust had gone well and were there were plans to undertake something similar for the Crystal Palace fixture? This kind of intervention was helpful as a mechanism by which issues can be identified in advance. Keith Overstall concurred but expressed his frustration with clubs that did not replicate similar approaches for high risk fixtures. JB agreed, anticipating that a potential meeting to discuss this further could be explored.</p>	
8.	Transport for London/London Underground	
8.1	<p>It was noted that BTP had been invited to the meeting but had not attended. PW confirmed that there was a meeting planned with BTP. During a brief discussion it was noted that there were no BTP concerns that officers or partner agencies were aware of. Keith Overstall added that TfL required at least a month's notice to guarantee staff cover at TfL managed stations.</p>	
9.	Local Authority Review 2016/2017 Season	
9.1	<p>Match Day Inspections Kieran McKenna reported that the inspections had been carried out and that there were no issues of note and that no RIDDORS (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) had been received since the last SAG.</p>	
9.2	<p>Kieran McKenna confirmed that there were no compliments or complaints to feedback. In terms of contact with the Supporters Trust, he reported that the agenda had been sent to them but no feedback had been received.</p>	
9.3	<p>Licensing There were no issues to report but Kieran McKenna confirmed that there were no plans to roll out extended hospitality hours after matches in all stands.</p>	
9.4	<p>Highways Update Michael Allen confirmed that the Memorandum of Understanding had been finalised and that the Traffic Management Order had been sent to Legal. He reported that there would be some disruption in the locality because of the Ride London event taking place on 30th July. The following works and closures were also noted:</p> <ul style="list-style-type: none"> • North End Road Christmas Market, Saturday, 9th December; • Fulham 10K run, 10th December (route has been signed off); and • Stanley Bridge – Structural repair works will be undertaken, up to 2018 but was currently awaiting funding. The works will necessitate the closure of the Bridge. 	

9.5	<p>In response to a query about coach parking on Imperial Road, Keith Overstall confirmed that this had gone smoothly, with a cap on the number of coaches accommodated through a booking system. AR enquired if there were any fixture related problems and it was confirmed that there were none.</p>	
9.6	<p>There followed a brief discussion about the no right turn Eastbound on Fulham Palace Road, as approached from Earls Court. Jill Dawson confirmed that there were currently no fixtures that could be potentially affected by the works.</p>	
9.7	<p>Keith Overstall reported that bin bags and rubbish had been found on pavements by Stewards who had checked the surrounding area as part of the pre-match day checks. AR concurred that this was an unfortunate oversight and that officers would explore this further with the refuse service provider to establish what happened. It was noted that the while there was 24-hour street enforcement in RBKC, this was not the case in LBHF.</p>	
9.8	<p>Building Control DN confirmed that there were currently no issues. He indicated that it would be helpful to have sight of pre-applications, for example, the plans for the new stadium. The Club confirmed that details of this could be provided to the Council.</p>	
9.10	<p>AR asked if the Club had checked the cladding on the stadium's buildings. JG confirmed that some, not all of the buildings had now been checked but gave assurances that excellent fire procedures were in place. It was also noted that fire inspectors had conducted checks around the site, together with the Clubs Fire Safety Officer and that currently, no further action was required.</p>	
9.11	<p>Trading Standards Advice had been provided to traders on match days in the Season, there had been some issues around the sale of Club merchandise. Following qualification to the Champions League, Trading Standards continued to deal with the "usual suspects" and expect there to be more issues, next season.</p>	
9.12	<p>During a brief discussion, concerns regarding the lack of policing resources to support initiatives were noted, which DD observed were critical to the level of success achieved with them.</p>	
10.	<p>Update from the London Fire Brigade</p>	
10.1	<p>AR noted that this was the third SAG meeting in the Borough at which there had been no representation from the London Fire Brigade which undermined the effectiveness of the meeting. It was noted that a site visit had recently been undertaken and DN offered</p>	<p>David Nimo /</p>

	to facilitate contact. AR observed that attendance at the SAG achieved the desired outcomes largely because of the commitment of partner agencies to support the good work of the Group.	Kieran McKenna / London Fire Brigade
11.	Medical Provision Update	
11.1	The Club confirmed that it had a very good relationship with St John ambulance and had assisted with patient care as required. Catherine Sands had previously attended the meeting as an observer.	
11.2	In relation to accidents statistics, the London Ambulance Service had submitted their apologies but had provided the Chairman with an update. It was noted that communication between the LAS and the Club was good and there were no identifiable trends.	
11.3	Jill Dawson confirmed that the Club maintained a very good relationship with St John ambulance and had assisted with patient care as required. Looking over the statistic, during 14/15, there had been 166 individuals seeking medical aid; 15/16, 120 and for 16/17, the figure was 123. There appeared to be a downward trend with the majority seeking treatment for minor ailments or pre-existing conditions. In response to a query from Ann Ramage, Jill Dawson confirmed that the figure included catering staff for minor injuries.	
11.4	Catherine Sands indicated that there were no issues to address but expressed her thanks for involving the NHS in the pre-planning process, with regards to the preparations and pre-event planning for the celebratory parade. Catherine Sands highlighted the FA possibly selecting dates for fixtures, at the same time as other large scale public events such as the Notting Hill Carnival. Ann Ramage confirmed that the Council will try to feed into on-going dialogue with the FA about this. Jill Dawson expressed concern about this but speculated that it would be subject to the outcome of Everton qualifying for the UEFA Europa League. Catherine Sands also said the logistics were difficult to predict because unpredictable factors such as weather conditions would influence the extent to which the public would attend events like Carnival.	
11.5	NHS England Rachel Egger confirmed that there were no issues to report.	
12.	Sports Ground Safety Authority	
12.1	Apologies had been noted from Geoff Galilee and there were no issues to note.	
13.	Looking forward to the 2017/2018 Season	
13.1	Commenting on events in April, regarding the postponement and	

	<p>subsequent rescheduling of the Dortmund Vs Monaco match, Ann Ramage recommended that it would be useful to capture the learning around match postponement, together with an awareness of rescheduling issues and the challenges, given that a fixture must play within 24 hours under that competition. Ann Ramage suggested that forming a template would be a useful tool but would require some thought. It was agreed that a meeting will be held outside of the usual SAG dates.</p>	
13.2	<p>It was also agreed that Kieran McKenna would coordinate the development of a contingency planning tool. Keith Overstall confirmed that they would organise a contingency plan, with a view to a next day rescheduling.</p>	<p>Keith Overstall / Kieran McKenna</p>
13.3	<p>Discussing the forthcoming match fixtures, it was speculated that the 1st fixture of the Season would be towards the end of August 2017. It was acknowledged that the first game of the Season always presented a challenge.</p>	
13.4	<p>It was further noted that the Special Police Services Agreement is in place and that there were no issues to report. The Statement of Intent had also been drafted and was ready, agreeing the terms and conditions of the support provided on match day events. Ann Ramage commented that that she was not aware of any changes from the previous year's document.</p>	
13.5	<p>The Club confirmed that there were no closed season works being conducted.</p>	
14.	<p>Chairman's update</p>	
14.1	<p>AR referred to the Hillsborough Document and the importance of capturing stakeholder comments from the partner agencies and suggested the formation of a sub-group to analyse the comments. AR confirmed that officers will schedule a meeting date for this.</p>	<p>Kieran McKenna</p>
14.2	<p>AR highlighted earlier comments regarding stadium cladding and the application for a Special Safety Certificate.</p>	
14.3	<p>AR reminded everyone of the Ipswich Town v Suffolk Police Constabulary case. It was noted that this was a different situation to the Leeds case but the outcome of legal proceedings was yet to be reported and that an organizational steer would be provided, once this was known.</p>	
15.	<p>AOB</p>	
15.1	<p>Michael Allen apologised for neglecting to mention an issue regarding a complaint from a member of the public. It was noted that the Club was aware of the complainant and his complaint. It was</p>	

15.2	<p>anticipated that this would be resolved prior to the commencement of the new season, however, he indicated that he was satisfied that the complainant (a resident living close to the stadium) had been prevented from entering the area for safety reasons.</p> <p>Keith Overstall confirmed that they had close dialogue with residents and tenant's associations and that most complaints related to anti-social behaviour.</p>	Jill Dawson
16.1	<p>16. Date and venue of next SAG meeting</p> <p>Date of next meeting and venue TBC.</p>	Kieran McKenna

The meeting closed at 1:30 pm