

Police and Crime Committee - 1 December 2016

Transcript of Item 6 - Policing and Security in and around the London Stadium

Steve O'Connell AM (Chairman): Welcome, guests, to our discussion on policing and security in and around the London Stadium. We have a number of guests here today, more than we would normally have, and that is partly because of the importance of the issue but partly because of the number of parties and interests around that area and it is important that we have the right number of people.

I will start the morning. I am a football person. I was around in the 1970s and 1980s and I understand the history of football violence over the last 20 or 30 years. We had gone away from that. There were some instances around the stadium this year that Londoners have taken an interest in and we have a responsibility around scrutinising safety in London. It is an appropriate subject for us today to take a keen interest in, not just in London Stadium itself but in the wider area. We have colleagues from Westfield and elsewhere today to talk to us.

I will start, with the first question reflecting particularly on this season's violence within and around the stadium. It is probably best to Linda [Lennon CBE] initially and then I will bring in BJ [Harrington, Metropolitan Police Service (MPS)]. How many of West Ham United's [Football Club] football matches at the stadium to date have resulted in significant levels of disorder or violence?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): Good morning, Chairman. Just to explain, I am the Chief Executive of London Stadium 185 (LS185). We are the operators of the stadium, which means that we are responsible for providing the services in the stadium: catering, stewarding, security, for example.

In terms of what we have seen in the stadium - and you asked a question about significant levels - this has to be borne in mind, very much as you were saying, in the context of what is happening in football across the country. We had one match, which was the Chelsea [FC] match, when there were six arrests. That was the one match which probably elicited some headlines. However, if you put it into perspective, there have been only 18 arrests so far, only nine of which were West Ham fans. If you look at that pattern and you compare it with the Boleyn Ground¹ () last year, it is on a par and we have over 20,000 or 25,000 extra people now in this Stadium.

I do not know if Commander Harrington wants to add to that.

Steve O'Connell AM (Chairman): I will come back on that. It is great that you introduced yourself. Because we have a number of guests, when you do come in for the first time, it would be helpful to Members to remind us of the context of your organisation and where it sits.

You said the number of arrests this season is comparable to Upton Park and the Boleyn Ground last season in numbers, but - and, again, I will bring in BJ [Harrington] - I would like some clarification, probably from the police, on that. Violence within football grounds, in my sense of it, is largely a thing of the past and that has been a great success for London particularly and other parts of the country. We will have questions later about costs and things that Andrew [Dismore AM] and others are going to come on to.

¹ Former home of West Ham United Football Club

Your comments are that violence within London Stadium has been comparable to last season. Would you say that?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): I am not saying that that is -- "violence" is a really strong word, is it not?

Steve O'Connell AM (Chairman): That was what it sounded like, yes.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Chairman, I just wonder if I could come in for a moment. I am David Goldstone CBE. I am the Chief Executive of the London Legacy Development Corporation (LLDC). We are the development corporation for the whole area in which the stadium sits and we have the wider regeneration responsibility. As you said, we do have a number of parties here because we have different responsibilities in relation to the stadium.

If I could just make two or three points, by way of context for the whole discussion, first of all - and this may be obvious but it is important to say - we all feel absolutely committed to the safety and security of people visiting the stadium, visiting the Queen Elizabeth Olympic Park (the Park) and the wider area on match days as on all other days. That is an absolutely paramount priority.

It has been a really small number of people who have misbehaved and have caused some headlines, but we have had over 500,000 visitors to the stadium this season and we have had over 500,000 to the stadium last summer for a series of other events. As Linda [Lennon CBE] said, there were 18 arrests in the 11 games so far with 500,000 people attending. It is a small number. It is too many. We all want to reach the point where there are no such incidents, but it is at a low level. The police will be able to compare more broadly to other matches and other venues, but it is a small number.

We are not denying that there have been some issues - there have - but we are in the context of a stadium that is a new venue for football, it is within the Park, which is a new venue for hosting a stadium, and there has been a bit of getting used to those new arrangements, new teams, new teams of stewards, new policing and West Ham [United FC] moving to a new ground. We do feel like the misbehaviour is the fault of the people who have been misbehaving. We do not think the stadium has caused it or the police have caused it. The Club has not caused it. It is the misbehaviour of some individuals.

We are all here because we are all working really closely together to try to absolutely minimise and eradicate those issues as far as possible. We are putting in arrangements as we have learned from those early games and we can talk about those in more detail, but there is a range of areas that have already helped to improve the position and make sure that match day incidents are minimised. There has been really close working between the police, Linda's [Lennon CBE] team at LS185, the club and all of the parties here.

We do feel like we have made really good progress. There have been only a relatively small number of incidents anyway, but we already have a number of improvements in place that will help make that position even better.

Also, just lastly, the stadium is a really big part of the wider legacy and the regeneration of the area we are bringing. It does bring great numbers of people, activity and economic benefits to the local community. There is that side that we would not want to lose, either.

Steve O'Connell AM (Chairman): We understand that the stadium is used for a range of events and what we are trying to understand is the aspect of West Ham [United FC] using it and how that works, whereas there are many other events within the stadium when there probably is not a problem.

We can get on to some of the design around it later. Some of the disputes were around seating and you can probably come in later, but you were placing people who were used to standing in places where they were not allowed to stand and then there was friction. As a football person, I understand that.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Sure. I can respond on that. We can deal with that issue later.

Steve O'Connell AM (Chairman): I want to hear from the police anyway.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Of course.

Steve O'Connell AM (Chairman): BJ [Harrington], could you comment a little specifically on the violence within the ground? Is that unusual? Is that unusual compared to other London FCs? Tell us a bit about the context of what you have seen this season.

Commander BJ Harrington (Metropolitan Police Service): Thank you, Chairman. If I can, I will introduce myself. I am BJ Harrington. I am the chief officer with strategic lead for policing football in London.

We have had 11 matches that have all been policed at the London Stadium this year and only four of those have resulted in any form of disorder. It is really important to deal with the facts, for me. Only at one of those have we seen violent disorder reported and that was at the Chelsea [FC] game. I think everybody saw the very clear and unacceptable behaviour, the deployment of policing, the work of the stewards and a number of arrests as a result. There have been 18 arrests within the stadium, nine of which have been West Ham [United FC] fans or have declared themselves as West Ham fans.

I would for the Committee's benefit just say that the most serious offence was violent disorder that had been recorded at the Chelsea [FC] game. The most serious other recorded offences have been actual bodily harm.

Whilst unacceptable, this disorder has been localised. If I were to put that in comparison with other forms of disorder that we deal with in London, I would suggest that it is important and it is significant but "significant disorder" is something that I would not describe it as, with the exception of the Chelsea [FC] game. I would stress that there have been seven matches when there have been no issues and no disorder.

In answer to your question about how this relates to other stadiums and the wider policing of football, there were only two other incidents that compare with the Chelsea [FC] game that I could report from this season. One was at Tottenham [Hotspur FC] v West Ham [United FC] on 19 November 2016 when there were 23 arrests and also at Brentford [FC] v Reading [FC] on 27 September 2016. These were the only other significant issues in London when I would say that it was serious disorder. In terms of your question, on par with some other clubs, this is unusual in terms of that.

In comparison with last year, it is difficult to compare different seasons but, if we looked at the four matches [AFC] Bournemouth, Watford [FC], Southampton [FC] and Sunderland [Association FC], which West Ham [United FC] played at the Boleyn Ground last year and had played at the London Stadium this year - there were four arrests at those matches this year and no arrests at those matches last year. That is a direct

comparison. [The match against] Chelsea [FC] is very different because of the Cup dynamic and the home derby position. Is this unusual? Yes, it is.

I would come back to the point that there is lots of learning in terms of new partnerships, new individuals and new challenges in a stadium that has 25,000 extra fans. We are not - and neither are the people attending - familiar with the norms of routes and so things from a policing perspective - flashpoints, areas where we would expect problems - we just do not understand because the people attending themselves are developing those. Of course, we have had to work together to get to a point where we understand and deal with those challenges.

I would conclude by saying that if you look at the results from the Stoke [City FC] game, where that partnership had matured and the things we have learned together we had put in place - whether it was the policing, the stewarding, the stadium or the club - you will see that at what was a category C or high-risk fixture in terms of potential disorder, there were no issues and there was no disorder.

A final point, Chairman, I would make is that the real issue here is about a small but significant minority of people who associate themselves with football, in this case West Ham [United FC] and - I must stress - other visiting supporters, who are intent upon crime and disorder. That is at the core of this issue and that is why we arrest and are working so tightly with our partners to prevent these people and exclude them from ruining football.

Steve O'Connell AM (Chairman): I am going to bring in, in a minute, Karren [Baroness Karren Brady CBE], if you would like to come in, Baroness, to comment from a West Ham FC point of view, but I wanted to mention that in a minute the Deputy Chair is going to come in and talk about outside the ground. We know that whilst many FCs have managed well within the football grounds over the years, that has often pushed the violence outside and the Deputy Chair is going to talk about that, but I have two points before [Baroness] Karren Brady CBE can come in.

One thing is about how there are not problems within the football grounds at the moment because the segregation has improved so much over the years. I shall be visiting West Ham [United FC] later this season when my club goes there. One of the problems perhaps is around the design of the ground whereby the segregation between fans is not perhaps what it should be. Perhaps you would like to comment on that.

Secondly, my last point - and, again, I will bring Karren in - is that the Chelsea [FC] game was a high-profile game and, from a policing and safety aspect, there will be other potentially high-profile games, which will be high-risk. You may have Cup games against one or two teams that you particularly do not get on with. I would like your thoughts about managing the high-risk games. There is the segregation piece and also the high-risk games and your thoughts around that and then West Ham could come in, please. Do you want to comment on that?

Caroline Pidgeon MBE AM: Chairman, segregation is in my area later.

Steve O'Connell AM (Chairman): I just wanted to ask a direct question. As a football person, I understand that [segregation]. If you could just briefly touch upon segregation, we will explore it a bit later.

Commander BJ Harrington (Metropolitan Police Service): The first point I would make is that the key issue here is this core minority of fans who are intent upon disorder and will work around the police and will try to evade any kind of control in order to engage in disorder.

At the stadium itself, the segregation has developed through the season. If you look at the Stoke [City FC] game, I am entirely satisfied and think it is highly effective. We saw that at that game, when there were no issues. A segregation line has been developed and built. It is a case of learning with the design of the stadium and also the way that the police, the stewards and the club have worked together to ensure that that segregation is effective.

Steve O'Connell AM (Chairman): Are you highlighting and targeting particular games? Are you anticipating during the season there will be high-level games that you would have to put special arrangements in? We will get on to that a little bit later around costs and things.

Commander BJ Harrington (Metropolitan Police Service): I would say that the proof was in the Stoke [City FC] game. That was a high-profile game and a high-risk game in terms of the policing perspective. The segregation that was put in place by the stadium working with West Ham [United FC] and in terms of the police support was highly effective. That is the model that we have now accepted as a partnership. When the risk of disorder at the stadium is high, we will put those measures in place. I think my colleagues here would agree that that is the plan we have.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): This is one of the areas I was referring to where there has been improvement already implemented from early learning. It is joint working and a joint approach that was adopted by the club with Linda's [Lennon CBE] team at LS185 and the police. The segregation is now different to how it was at the start of the season.

Steve O'Connell AM (Chairman): We are going to cover that more fully, David. Karren, sorry. Would you like to comment, just for the scene-setting, on your take or the club's take on what the problems were and how you are addressing them?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): We all accept there were teething problems, as there always are when you move to a new stadium. Let us not forget that it is one of the biggest stadiums in the country.

To put some perspective around it, as already Linda [Lennon CBE] and BJ Harrington have done, of the 18 arrests, nine were West Ham [United FC] supporters and that is for the 11 matches so far this season. Just to give the Committee some context, there was a game at Aston Villa [FC] a couple of weeks ago and at that one game there were 14 arrests and at [Queens Park] Rangers [FC] there were 18 arrests. We are coming up now to about the halfway point of the season and there were 18 arrests at West Ham [United FC]. Just to, again, give the panel some perspective, Arsenal [FC] had 16 arrests for the whole season last year and Manchester United [FC] had 57 arrests.

We accept that any kind of disorder is disruptive to us and to our supporters' enjoyment of the game, which is why we are working so closely with both the police and the operators to eradicate it. However, we want to put some perspective into it. We have learned from some of the issues that we have. We have implemented strong and decisive action and we are adamant as the police and the operators are that we want to eradicate the problems.

Steve O'Connell AM (Chairman): That was helpful. Thank you very much.

Andrew Dismore AM: I wanted to ask BJ Harrington about the College of Policing document in a minute but before I do that, just on arrests, when I saw those films of violence on the television inside the ground and so

forth, there were rather more than half a dozen people involved in it. It was just that you did not get it captured. Is that right?

Commander BJ Harrington (Metropolitan Police Service): There have been 18 arrests inside the stadium. To date, following the inquiries, there have been 27 arrests in total. That is both in the ground and away from it. There is an ongoing inquiry, Operation Stoke, which is looking at all the closed-circuit television (CCTV) footage, working with the club and LS185, to identify people whose behaviour is unacceptable so that the Club and the stadium can ban them. We can use that intelligence and information to apply for a ban when it is on an intelligence basis under section 14(b) of the Football Spectators Act where we do not have to have a crime committed. We are looking at identifying another 18 people from various incidents to make the arrests and to seek both criminal convictions and also alongside that, if [we obtain] the convictions, to get bans against them.

Andrew Dismore AM: The number of arrests so far is not an indication of the extent of the problem?

Commander BJ Harrington (Metropolitan Police Service): The number of arrests inside the stadium is factual and I have been clear about that. There have been 27 arrests in total related to the whole West Ham [United FC] policing operation and that has a broad footprint, as you know. There will be more arrests as we identify further people because, as you saw from the footage, there were more people than have been arrested involved. We need to identify them and we need to get the evidence against them. As I said, to go back to my point about it being a small minority of people who are ruining football, the right thing is to make sure we convict them when they commit criminal offences and get them banned from football.

Andrew Dismore AM: I wanted to ask you about the College of Policing *Authorised Professional Practice*. Does that apply to these arrangements?

Commander BJ Harrington (Metropolitan Police Service): In what respect, sorry?

Andrew Dismore AM: I am going to ask you some questions about it. The College of Policing has produced a document called *Authorised Professional Practice: Public Order and Policing Football*. Does that apply here?

Commander BJ Harrington (Metropolitan Police Service): It would do, yes.

Andrew Dismore AM: All right. You are the police Commander football policing lead. I think that is what you said.

Commander BJ Harrington (Metropolitan Police Service): That is correct.

Andrew Dismore AM: There are various duties set out for you in the College of Policing document, one of which is to ensure that the right paperwork is in place. I was going to ask you whether the four documents that the College of Policing recommends are in place here. First of all, is there a statement of intent that has been put in place with a FC which reflects the division of responsibilities including when to take primacy; for example, during major incidents? Is one of those in place?

Commander BJ Harrington (Metropolitan Police Service): We do not have a statement of intent in place with the club or a special policing service arrangement in place with the club.

Andrew Dismore AM: You do not?

Commander BJ Harrington (Metropolitan Police Service): Not at this stage, no.

Andrew Dismore AM: The next thing I was going to ask you was whether you have the charging agreement in place with the club.

Commander BJ Harrington (Metropolitan Police Service): No, there is no special policing service agreement under section 25 of the Police Act in place at this stage. However, for the Stoke [City FC] game and going forward --

Andrew Dismore AM: I will be coming on to the detail of charging later on and so --

Commander BJ Harrington (Metropolitan Police Service): In answer to the question, to give a full answer to that question, we have an agreement now with LS185 - the operator - that we will have match-by-match agreements around section 25 special policing services. There was one in place for the Stoke [City FC] game and there is one in place for the game on Saturday [3 December 2016] against Arsenal FC].

Andrew Dismore AM: I will be coming to that in more detail later on this morning. That is two documents that do not exist at the moment. Do you have --

Commander BJ Harrington (Metropolitan Police Service): Sorry, Chairman, can I just say? There is no special policing service ongoing in place. For the game against Stoke [City FC], there was a special policing service agreement in place. There is a special policing service agreement in place for this Saturday's [3 December 2016] game. On a match-by-match basis between LS185 and the MPS, when it is required on the advice of the match commander and special policing services are requested, we will make those agreements on a match-by-match basis so that they are in place when required.

Andrew Dismore AM: Do you have an information-sharing agreement with West Ham [United FC]?

Commander BJ Harrington (Metropolitan Police Service): Not that I am aware of, no.

Andrew Dismore AM: No? All right. A public order command structure, presumably, you do have?

Commander BJ Harrington (Metropolitan Police Service): Absolutely. For every match, there is a public order command structure put in place - Gold, Silver and Bronze - and a suitably placed operation that is proportionate to the threat that is posed.

Andrew Dismore AM: Good. What is in your control you have, but two of the key documents - and they are called "key documents" by the College of Policing - the statement of intent and the information-sharing agreement you do not have. The charge agreement, the third one, is on a case-by-case basis.

Commander BJ Harrington (Metropolitan Police Service): The special policing service agreements are being made on a case-by-case basis.

Andrew Dismore AM: It is, to my mind, a matter of concern that we have a College of Policing document here setting out good practice and it has not happened. It is an open question, I suppose.

In relation to the charging agreement for the special policing service, can we see a copy of the one that you have so far?

Commander BJ Harrington (Metropolitan Police Service): I do not have that here with me at the moment but --

Andrew Dismore AM: No, I would not expect you to have it.

Commander BJ Harrington (Metropolitan Police Service): -- you can. Of course you can, yes.

Andrew Dismore AM: It would be helpful. I am concerned that those key documents do not exist. It sets out here in detail what they should cover and it is rather surprising that it has not been done so far.

Also in the College of Policing document it refers to the definitions of "risk" and "non-risk" supporters and says that "there must be a specific reference to the actual risk posed by individuals or groups" in the descriptions. Has that been done?

Commander BJ Harrington (Metropolitan Police Service): Yes. At every game, there is an assessment based upon a national matrix, which covers a number of factors that I can list and which looks at what the grades of those games are.

Chairman, if I can come back with that point, for every match this season there has been an assessment of the threat that the game has posed. There has been work with the stadium operator to agree a proportionate policing operation with a command structure. When we have been able to charge under the guidelines - and I am sure you will come on to those - we have charged for those services, for the things we are allowed to charge for. Whenever police have been called to discharge their responsibilities - prevent and detect crime, protect life and property or keep the Queen's peace - there has been an operation in place to do that.

Andrew Dismore AM: Good. We will come on to charging later on. There will be quite a few questions about that, I am afraid.

Looking at the two games so far, the Stoke [City FC] game and the Chelsea [FC] game, were those assessments of the risks posed by individuals and groups done for both of those games?

Commander BJ Harrington (Metropolitan Police Service): When we make an assessment, there are a number of factors that are brought into question in relation to that: the history of the clubs, the stadium, the number of people attending. A number of factors come together in a grading system as to whether it would be a C - a high risk of disorder - or indeed police-free, which is the aspiration for all of these games when it is appropriate.

Andrew Dismore AM: See, what the guidance says is this. It is not guidance, actually. It is rather stronger than that. It is professional practice. It says:

"It is essential that the risk in relation to individuals and groups is quantifiable and dynamically assessed. The description of a group or individual as 'risk' is not sufficient on its own; there must be a specific reference to the actual risk posed by individuals or groups."

Has that been done for those two games?

Commander BJ Harrington (Metropolitan Police Service): For every single game, yes, it has, Chairman. For every single game, there is an assessment of the match itself in its entirety on a number of factors to give it a grade from A through to C being the highest risk.

When there are specific individuals who are identified, we will take specific action. For example, if we knew someone was under a banning order and we knew they were attending, we would be actively briefing to look for that person. When we had any intelligence that there were specific issues, we would seek to identify that. We deploy dedicated officers, whom we call "spotters", who are familiar with working with different groups of supporters to identify people whom we know are either concerned with or have an affiliation to the disorder that we talk about. We monitor them, we engage with them, we deter them from taking part and, when they commit offences, we intervene to prevent that.

I would say in answer to that question: proper and thorough risk assessments, proper and thorough grading both about the game in its entirety and also about individuals when those individuals are identified as posing a threat to crime and disorder.

Andrew Dismore AM: Thank you.

Unmesh Desai AM (Deputy Chair): I have quite a few questions. Chairman, I must firstly emphasise something that you touched upon in your introduction. This investigation is not just about disorder in and around the stadium; it is actually about policing and security issues concerning the Park as a whole. We have an iconic venue in the stadium itself and we have restaurants, but we also have a growing number of housing developments and a growing community. I really want to take the focus away from the stadium, if I can.

My first set of questions is to you, Commander. What is the policing strategy for the Park generally as a whole and how does it differ on match and non-match days and for other events?

You also talked in your answer to the Chairman's question about a partnership maturing. How do you do that with others like restaurants, for instance? Could you give examples of what you described as this partnership maturing? Also, where is the nearest operational police station?

Commander BJ Harrington (Metropolitan Police Service): I will deal with those questions in two parts, really. My responsibility is around policing football and there is a clear strategy in place for policing football across London. I have that here. I wrote that strategy and it applies to the whole football policing operation.

In terms of the policing of the wider Park on non-match days, it is a matter that is dealt with by the local Borough Commander in terms of Newham Borough and I know that there is a dedicated police team in place. I do not have and have not seen the strategy for policing that and so I do not have that to answer that question now.

In all honesty, I do not know where the nearest operational police station is. When my officers are deployed in terms of football policing, they are deployed to the ground and the environs and are controlled from central London.

Unmesh Desai AM (Deputy Chair): I do not want to be critical, but when you were invited to this meeting, presumably you were told about what the scope of the investigation is and what we are looking at.

Commander BJ Harrington (Metropolitan Police Service): Yes, I was given some information about the scope of this and about --

Unmesh Desai AM (Deputy Chair): It is difficult for me to take this further if all you can say is that you are responsible only - which I accept - for policing on match days, but my question is really related to the policing of the Park and in particular the residents. There is a growing community --

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Can I --

Unmesh Desai AM (Deputy Chair): I am going to bring you in later, David, if you do not mind.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): I was only going to say that the security of the Park more generally we can maybe help with, not just the policing but the security arrangements that prevail across the Park. I am happy if you want to pursue the line of questioning with Commander Harrington, but in terms of how we manage the security and safety in the Park generally, we can help you with what --

Unmesh Desai AM (Deputy Chair): Ms Roberts [London Borough of Newham] looks after the licensing functions, David, and I am going to come to you later as well. I am more interesting in the policing aspects of the Park as a whole and particularly the residents, the people who live there, and also how you work with other agencies. You have talked about the partnership maturing. I am a bit frustrated if all you can talk about is the maturity showing itself on match days and not on other occasions.

Commander BJ Harrington (Metropolitan Police Service): As I described in relation to this, I will have to come back and answer. If there are further questions about the wider policing of the Park on non-match days, then I am afraid I cannot help the Committee.

Unmesh Desai AM (Deputy Chair): Yes, but presumably when you have such a massive development - yesterday, I was down at Barking Riverside, another growing township - you do look at these things in totality, do you not?

Commander BJ Harrington (Metropolitan Police Service): Absolutely. In terms of match days --

Unmesh Desai AM (Deputy Chair): You should also have an awareness of the wider aspects of your football-related operations?

Commander BJ Harrington (Metropolitan Police Service): Yes, and that is absolutely part of what we do on match days: make sure we link in with local [police] officers, make sure we are taking account of the disruption and the issues --

Unmesh Desai AM (Deputy Chair): Yes, I know, but you keep on talking about match days. I do not think I can take this any further, Chairman, if he feels he cannot answer --

Steve O'Connell AM (Chairman): We have an empty chair there, which is for the Borough Commander.

Unmesh Desai AM (Deputy Chair): That is not the Borough Commander. The Borough Commander is [Chief Superintendent] Tony Nash.

Steve O'Connell AM (Chairman): That is the Chief Inspector, would you say?

Unmesh Desai AM (Deputy Chair): David Moorhead, yes, whom I do know.

Steve O'Connell AM (Chairman): Is David here? Could he help at all with the conversation?

Commander BJ Harrington (Metropolitan Police Service): He could. He could help in relation to that.

Steve O'Connell AM (Chairman): David Goldstone wants to comment but, giving [Chief Inspector] David [Moorhead] time to come down, you might like to have some questions on --

Unmesh Desai AM (Deputy Chair): I do have a question for you, David [Moorhead], now coming up, but I suppose I really cannot take this any further with you, Commander. It is a bit disappointing but --

Commander BJ Harrington (Metropolitan Police Service): Deputy Chair I am happy to deal with those questions outside of the meeting and answer those questions as required.

Unmesh Desai AM (Deputy Chair): It is good to have these issues explored in public. That is the whole purpose of this scrutiny exercise.

Commander BJ Harrington (Metropolitan Police Service): I understand that.

Unmesh Desai AM (Deputy Chair): If I could come to you, David, what do you see as the challenges in keeping the Park safe and secure and how do these challenges change on match days?

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): I am pleased to say that generally on the Park, in the two-and-a-half years since the Park fully reopened, we have had a really successful relationship in terms of its function with large numbers of people and with very low numbers of crime, disorder and issues of safety. We do operate a Park safety and security regime. We have a control room on the Park and that is part of how we liaise with all the relevant agencies, including the borough and of course the police, who work with us in that way.

In terms of crime and disorder, we have had the numbers month by month vary at around 10 or 11 recorded incidents of crime per month. Again, we would want to keep that as low as possible but they are very low. In any comparative exercise, the Park - and when I say "the Park", I am including the wider communities such as Westfield and the new housing developments that are coming - has proved itself a safe and very popular environment. We are getting now towards 6 million visitors a year through the Park and that is increasing with the football attendance, the other developments that are coming and the new employers that are coming in; yet we are running a regime where people are enjoying the Park, enjoying the experience and not causing trouble.

The second half of your question was particularly about match days when there are particular arrangements in place, which are relevant to all of the attendees here. The control room and the Park arrangements we have for the Park generally on those days - and there is integration and co-ordination between the Park and the arrangements that are put in place through Linda's [Lennon CBE] team and through the police - are part of what is reviewed in the Safety Advisory Group that Sheila [Roberts] takes responsibility for.

The co-ordination of events - and again, of course, major events in the stadium and in the Park - is not new this year. Those arrangements were used last year when we had the five Rugby World Cup matches. We have had Diamond League athletics on a number of occasions over the last recent years. Those arrangements are pretty well tested and proven on major event days in the stadium, whether they are football or other events. Of course, now we have hosted our first concerts as well and have had even bigger capacity crowds. We have made major events in the stadium. We have had concerts at the Copper Box on the same night as matches or

concerts in the stadium. Those crowd-management issues and those safety arrangements have been proven to work very successfully.

Unmesh Desai AM (Deputy Chair): Let me come back to you, David. I will turn to you, Peter. Westfield has a large footfall of people, especially on match days. What safety and security issues do you experience when football and other events are taking place in the stadium and how are these issues mitigated?

Peter Miller (Chief Operating Officer, Westfield Europe Ltd): I am Peter Miller. I am Chief Operating Officer (COO) for Westfield. I run Westfield's business here in the United Kingdom (UK) and Europe.

One of the key things that is a priority for us is the health, safety and security of our customers, the public, retailers and also all the other occupants of our estate, including visitors to the hotels, office occupiers, etc. It is of primary importance that we have safety and security for the success of our investment in Stratford, which is substantial, and all our stakeholders. We have invested over £2 billion in developing our estate there, including the retail, office, and hotels, etc. It is very important to us that safety and security is upheld.

You mentioned a huge footfall. We have 47 million people visiting our shopping centre annually. That means about 1 million a week, just to put that in perspective, and about 200,000 on a busy Saturday when the football matches are being played. The shopping centre itself has a capacity of about 35,000 people and most days, if you have been down to the shopping centre, you will see that it is crammed full. It is a very busy shopping centre and very successful. Being a catalyst for regeneration in the area, it is fundamentally important that the 10,000 jobs that are created by the centre are held and sustained for the future. A lot of the people who are employed there were long-term unemployed before we developed the estate.

Putting all of that in context, the challenges for us are really the fact of the hard egress at the end of the match when a lot of the football spectators have to exit from the stadium and get to the railway hubs. In doing so, they have to cross over our land with the Town Centre Link Bridge and getting into the Northern Ticket Hall is also going across our land. That requires an interface with our customers and with the general public. Our primary objective, working with other stakeholders here, is to make sure that, as I said, our customers and the general public, as well as the football fans, are well looked after, they are safe and secure and we do not have issues.

We are actually at the pinch-point of the egress. I do not know if you have been down there but there is a very complex egress. We have had to work very intensively with all the stakeholders to make sure that that safety and security is upheld. It has been a constant review process with all the stakeholders here to make sure that we can mitigate the risks associated with it. Football fans, as you hear, are not like Olympic spectators. There are some non-compliant elements in there and we have to make sure that there is security as well as crowd management.

The bridge itself is a complex crowd-management area because we have to allow for the fans to go down Montfichet Road, up the stairs and over the bridge and we also have to allow our customers to get into the shopping centre and visit the [Queen Elizabeth] Olympic Park because not everyone is watching football. Also, we have to make sure that the customers and visitors to the [Queen Elizabeth] Olympic Park can get out over the Town Centre Link Bridge. It is very complex management of that and that is always under constant review because it is a very big concern to us to make sure that there are no issues on the bridge.

Also, when exiting into the Northern Ticket Hall, again, customers have to get out of the Northern Ticket Hall and they have to get into the shopping centre and - vice versa - they have to get out of the shopping centre into the Northern Ticket Hall and get home safely. When there is a hard egress and at times when there is a

peak ingress period, we have to make sure that those interfaces are well managed and that the security and safety of everybody concerned is properly administered and executed.

Those are some of the complexities we deal with. Football has its other challenges but generally, combined with our other stakeholders, we run 40 to 50 crowd-managed events a year in and out of the stadium and other venues that are in the [Queen Elizabeth] Olympic Park. There is a huge amount of collaboration that goes on with all the stakeholders to make sure that those events are expertly managed, executed, well-planned and well organised.

Westfield has a long track record of managing huge events. We have a team that is probably the most consistent through the period since the [Queen Elizabeth] Olympic Park was launched. In fact, we opened in September 2011 and since then a lot of our team is still intact and so they have had a lot of experience managing big crowds right through the Olympic Games and through all of the big events that David [Goldstone CBE] and his team have attracted to the Park. We believe we have a huge amount of experience and knowledge base in working as one of these stakeholders in this team over here. I call it a "team" because it has to be a team. If we are going to be successful and get a stabilised, long-term, sustainable solution to this, then we have to operate as a team and we have to be absolutely joined. The communication has to be second-to-none.

Those are some of our challenges. For us, it is really important that we have a commercially robust solution here that is sensible in the long term for everybody and that there are the right resources allocated to this. Everybody is sitting around this table - and some of the key stakeholders not represented here - have invested a huge amount both commercially and individually in making sure that Stratford City is an enormous regeneration success. That is what we have been steering towards. It is a success and we need the future success to be underpinned by making sure that the crowd management, the whole Stadium and all the reputation of Stratford City as a location is underpinned. We are certainly invested as a company in working intensively to find the right long-term solutions to this and that is our mantra.

Steve O'Connell AM (Chairman): I am going to bring Caroline [Pidgeon MBE AM] in but we have some unanswered questions that the Deputy Chair has posed about the broader policing aspects that we will probably need some answers to, but we can touch upon those.

Caroline Pidgeon MBE AM: I wanted to ask Peter, have your retailers noticed a drop in footfall when there have been match days. Particularly given some of the incidents that have occurred, I would have thought many shoppers might decide to avoid going to Westfield on days when there are football matches on.

Peter Miller (Chief Operating Officer, Westfield Europe Ltd): To date, it is very hard to measure whether there has been a drop in footfall because we have added footfall that comes in because of the football. A lot of football fans come into the shopping centre before the match. After the match generally there is a hard egress and people want to get home, but we offer the opportunity for people to come back into the shopping centre once the hard egress has taken place. Therefore, it is very hard to measure whether there has been an impact. In fact, the footfall at Stratford has been growing dramatically since the opening and, as I said, we are now at 47 million and that is growing positively.

We are all very concerned - particularly in Westfield - that we have a long-term, sustainable solution here that does not detract because we have a massive investment. As I said, over £2 billion is invested just in our facility by our joint-venture partners - the Canadian Pension Plan and APG, which is a Dutch pension fund - and Westfield itself. We also have the hotel owners, the casino owners, all the retailers and the cinemas. We have plans now for residential development on our site and office buildings. Then we have the nearby stakeholders

who have invested a lot like Lendlease, [Taylor] Wimpey and East Village partners as well. It is growing and it is a real success story.

From the retailers themselves, we have had comments. It would be wrong for me not to admit that we have had comments from some retailers to say that on match days their turnover is down. It is interesting. The restaurants, the pubs and the leisure facilities are up because of the nature of football, but some of the retailers have commented that they are seeing a comparable drop in turnover during matches. It is hard to assign that to the matches themselves. There are a whole lot of factors that can influence that --

Caroline Pidgeon MBE AM: There could be, but you probably need to be careful. That is why it is important us having this discussion today because you could end up with people saying that it is a no-go area on certain days. When cycling is on it might be fine, but people may feel, when football on, "Actually, I do not want to be in that area at that time because I do not think I am going to be safe. That is why our discussion today is really timely to make sure that we do not see that loss of people using the facilities.

Peter Miller (Chief Operating Officer, Westfield Europe Ltd): That is why we are all working together so intensively. It is not just about the retail; it is about everything else that is there.

Caroline Pidgeon MBE AM: Of course, the wider things.

Peter Miller (Chief Operating Officer, Westfield Europe Ltd): There is a lot being invested in residential and people are wanting to live in Stratford and are wanting to make it a community and a great place to be, to live, to work and to play. We want to make sure it is a success. A lot of people have invested a lot of time and money in this and it is important that we have a long-term, sustainable solution.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Could I just add one point to that? I agree with everything Peter has said and Westfield has been a great success and is a big part of the wider regeneration benefits of the area. We all want to help sustain and support that success.

With the arrangements we have on match days - and Peter explained some of the challenges - we have in place now perfectly satisfactory and working routes that do not go through the shopping centre but go around using the roads and around the Park into the stations. We have a number of stations around the Park as well, but for Stratford Regional itself we have two different routes without going through the shopping centre. It works fine.

As we were all saying, we are always looking for how we can improve that further. We have Chris Allison [CBE, former MPS Assistant Commissioner and appointed by E20 Stadium LLP to help ensure crowd safety] working with us now in terms of other opportunities in how we all work, including looking at egress and the ways out from the stadium through to the transport system and if there are further improvements. It is working now.

We are not taking spectators through the shopping centre. Spectators, if they do not want to go into the shopping centre, go straight into the station through the other routes and therefore, as Peter said, they touch Westfield land on the bridge or on their way into the station but it is not into the shopping centre itself. Shoppers should not feel that pressure.

Peter Miller (Chief Operating Officer, Westfield Europe Ltd): Certainly not, no.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): One of the points to make from West Ham's point of view is that we are going to be there for the next 98½ years and Westfield is our

neighbour. We are working together. Peter wants to protect the commercial interests of Westfield - and that is totally legitimate - and our supporters need access. A lot of these issues have been dealt with in the Section 106 [Agreement] and the planning permissions and all of the other things that Westfield has to abide by, but we want to work with them so that our supporters who want to make their way to the station can make it as quickly and as effectively as possible and those who do want to go and enjoy the facilities at Westfield, of which there are many, are able to do that. It seems to be working OK.

Caroline Pidgeon MBE AM: Thank you.

Steve O'Connell AM (Chairman): Caroline's point was a good one because, clearly, the outcome that we all want is for people to visit and to shop and to live safely and not to see those images that we were seeing a few weeks ago and think, "I do not want to go there on that day when West Ham are playing". That is, clearly, what we want to be able to proof against and that is the work that we want to help you with today.

We have a few questions about the Safety Advisory Group.

Peter Whittle AM: Yes, they are technical things, really, relating to security and safety. Can I start by asking you, Sheila [Roberts]? You are here from the London Borough of Newham, but can you just tell us what your role is?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): Yes. Effectively, I have two roles. I am Strategic Enforcement Manager and part of my remit is to deal with the licensing and certification of the stadium. I also chair the Safety Advisory Group. One is a regulatory role and one is an advisory role.

Peter Whittle AM: Can you shed some light on the actual planning process for us for ensuring security and safety on match days?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): It starts quite early prior to the general safety certificate being issued. That safety certificate does require certain safety arrangements are in place and the whole ethos of that safety certificate is to ensure public safety.

There are many operational arrangements that need to be in place through the operations manual. The certificate requires stewarding plans; it requires medical plans; it requires fire plans. There is a whole list and I am quite happy to go through if you want me to go into more detail but, basically, it puts in the arrangements to make sure that safety is adhered to and that when spectators enter they do so in a safe manner. A lot of it is around safe evacuation and there is a time limit put on that of eight minutes. There is detail about the egress routes, the ingress routes, the number of gates and the number of turnstiles.

Pivotal to that is the Safety Management Team and I am very satisfied with the safety management arrangements that are in place. The Safety Management Team are very experienced and very knowledgeable. They make arrangements to put the plans in place and then, after every game, there is a review. If there are learnings to be made, the Safety Management Team put those into place very quickly. It is overseen by the Safety Advisory Group but, as a regulator, it is important that the safety certificate is complied with and that is the whole point of that.

One of the requirements is that there must be a fulltime safety officer in place at all times during the game.

Peter Whittle AM: One?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): There is a deputy, actually, but in terms of the safety certificate there has to be a safety officer there at all times. If there is not a safety officer there, the spectators are not allowed to enter into the stadium. It is quite an absolute requirement.

In terms of monitoring, there is internal monitoring that happens through the delivery of those safety arrangements. There are preopening checks before every single game anyway and so the doors do not open unless everything is in place, which includes messaging, includes the fire safety plan, includes the stewards and includes the postings. The safety officer has ultimate responsibility but, as the regulator, so far we have attended every event that has taken place, football or not football. The Sportsground Safety Authority also has a role in this because it issues the licence that allows the spectators in and it has also monitored every single game that has taken place so far and every event, in fact.

Peter Whittle AM: Could you explain to me? Sorry, I just simply do not know. With the safety certificate, how long does that last?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): It lasts until something changes. The current one was issued in August [2016] and the capacity for pitch games is 57,000.

However, if there is an application to change that or vary it, the safety certificate would be reviewed and then would have to be reissued. That is in terms of capacity and any of the arrangements that change in a major way. It is a dynamic document.

If there are small arrangements, it is fine and they can take place within the existing conditions on that safety certificate. For example, as has been mentioned before, there is a risk assessment that takes place before every game that takes into account intelligence and other information. That happens before every game and the provision for that is within the safety certificate and so anything that has been put into place as a result of learning is catered for.

However, if it is something major, if there are new seats put in, if there is any structural work, if a greater capacity is desired, there is an application made and then it is incumbent on the Safety Management Team to tell us what safety arrangements are going to be different.

There are two issues that are important in terms of capacity. They are called the "p-factor" and the "s-factor".

Peter Whittle AM: The "p" factor and the "s" factor?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): "P" stands for "physical" and so that is the physical arrangements. They are the means of escape, how long it takes people to get out, how many seats there are, whether they are in the right place, sightlines and lots of detail. That will determine the figure for capacity. Then there is also something called the "s-factor", which is about the safety management arrangements and that includes people, really: stewards, the Safety Management Team. Those two [factors] together should equal one. The p-factor should be one part, which relates to the number of spectators that they are applying to be there, and the s-factor is one part which basically means that everything is satisfactory before people enter into the stadium.

If there are concerns, through the Safety Advisory Group - it is quite a large Safety Advisory Group and, as you will appreciate, there are a lot of partners involved in this - everybody has a voice in that. If they have

concerns, they address those concerns through the Chair of the Safety Advisory Group - which is me - to the operator and it is the operator's responsibility to come up with solutions, which, as I said, they do in a proactive way anyway. If there are any further concerns, they are dealt with in that group.

Peter Whittle AM: You have explained that very fully, but you chair the group that is overall responsible for the safety of the stadium?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): Just semantically, the Safety Advisory Group is an advisory group, as it says. It is really to advise the local authority on how to administer the safety certificate and to advise the operator on how to comply with the safety certificate. In terms of overall responsibility, we are the regulator and we regulate as a certifying authority through the safety certificate. They are slightly different. In effect it is the same but, in terms of responsibility, I have to be clear that the Safety Advisory Group is an advisory group.

Peter Whittle AM: Thank you.

Alan, with the safety certificate, what is the detail about expectations for safety? What is the detail in the certificate?

Alan Skewis (Director, E20 Stadium LLP): I am Alan Skewis. I am the Director of E20 Stadium LLP, which is a joint venture set up between the LLDC and the London Borough of Newham to own the stadium over the 98½ years that Karren [Brady CBE] has mentioned already. We employ LS185, of which Linda [Lennon CBE] is the Chief Executive, to run the stadium on our behalf. That was just by way of background.

Linda makes the application to Sheila [Roberts] for the safety certificate and manages all of that. Our role is to get the reassurance that that is being done properly and Sheila provides the assurance that the certificate was given and is in place.

Peter Whittle AM: Basically, what are the expectations, as it were? Can you just be a little bit more detailed?

Alan Skewis (Director, E20 Stadium LLP): Yes. I will answer and then hand over to Linda [Lennon CBE]. We expect that LS185 has a certificate in place for an s-factor and p-factor that is safe, works for the whole Stadium and at a capacity that is agreed and in place. We use the Safety Advisory Group, the second part of that - and we have an active role in that - to make sure that there are adaptations within that group that mean we are improving and that any issues have been raised and learnings from games have been addressed.

Peter Whittle AM: I see.

Alan Skewis (Director, E20 Stadium LLP): Linda, did you just want to explain?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): Overall, there are something like 31 different conditions that we have to comply with.

Peter Whittle AM: Yes, that is what I really want to know about.

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): Sheila [Roberts] has mentioned some of them. A really good example: we talked about pre-event checks. Forty-eight hours before and 24 hours before, my team is ensuring that the public address system is working so that if we have to evacuate

people, they can be evacuated safely. My team is also working with our stewarding providers to make sure that, depending on the risk assessment and the intelligence, we have the right number of stewards and the right type of stewards and we know how we are going to deploy them.

We also do a much wider planning piece as well with the club, with Westfield and with Transport for London (TfL) because each match is different. We share intelligence. We look at the plans. Do we need to change anything? For me, it is an iterative process. We are constantly learning. We are not sitting there and thinking, "That match was good. Tick the box". We are actually looking at it and thinking, "What can we do better?"

I think that some of you are looking to come and visit us. That would be a really good idea because then we can take you into the control room. We can show you the multi-partnerships that are there, what the individual roles are and how we work together to deliver that.

Peter Whittle AM: You mentioned that you monitor after each match and all the rest of it. Could I just therefore ask you, again, what the Safety Group concluded specifically about the recent disorder at the West Ham matches?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): It has been said. It was a very small minority of ticketholders who seem to be bent on causing disorder. It is not a general reflection of what happens there. It is unfortunate that it has had a lot of publicity, which, in my view as Chair of the Safety Advisory Group, is unfair. In terms of public safety, there have been learnings and developments and, as I said, it is a dynamic situation and it is assessed after each one. In terms of the actual disorder itself, it is a very small number of people who have done that --

Peter Whittle AM: How many?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): It has been mentioned already. There have been 18 arrests and then 27 from further investigation.

What is important is to separate the visitor experience from the actual safety issues. There have been publicised issues about persistent standing and sometimes that can reflect on safety but is also about the visitor experience. That has been dealt with quite firmly through the Safety Advisory Group because it is difficult. As has been said, there are families, there are young people and there are elderly people who might not be able to stand and it does affect their experience. That does not necessarily mean that it impacts on public safety. The role of the Safety Advisory Group is really to talk about public safety.

Although it is regrettable and it should not happen, there are plans in place every time it does happen to deal with it. The operator has put in different segregation arrangements. There have been response teams that augment the role of the safety stewards. There is an arrangement with the police now every time it does develop and it does grow. Therefore, my answer would really be that people have come with that intent.

Peter Whittle AM: Could you just indulge me one more question? It is totally off the subject, actually, but I am just interested now that you are here.

Would you be, therefore, looking at and taking a great deal of care over possible attacks on, for example, the ground? I am thinking of the terrorist attacks that have happened in football grounds.

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): It has been addressed after the Stade de France issue. There was a different searching regime instigated, again, suggested by LS185.

At the moment, it is 100% bag checks and people are physically checked as well. They use the wands and they pat down the away fans. It is always something that people are concerned about. It is part of the stewards' briefings as well. There is an awful lot of CCTV in there. The Stadium is well aware of hostile reconnaissance visits that might take place. There has been some training offered by the MPS in that regard. It is something that there is an awareness of and everything reasonable is being done to try to stop that, yes.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): The police have a primary role in this respect and I do not know if we can bring Commander Harrington back in.

Commander BJ Harrington (Metropolitan Police Service): Absolutely. Nationally through national counterterrorism we have done some guidance and counterterrorism design advisors have spoken to every club, including West Ham [United FC], to bring that knowledge and experience and to improve the security, hence the increased bag checks. All officers are briefed in terms of the current terrorist threat level and are aware of those issues in the briefing. It is an integrated plan between the two. We have clear emergency plans, which are integrated with the stadium, to respond to any incident, whether it be terrorism or otherwise. We will continue to monitor the threat to sporting stadiums and put a plan in place should that threat increase.

Peter Whittle AM: I know it was a bit off the subject, but the fact is that with Stratford City and the football matches there as well, it is just pay dirt for a terrorist wanting to make an attack. It is just a huge target.

Steve O'Connell AM (Chairman): Just to come in, this is interesting and we wanted to talk about this anyway, which is the point of it, because we did not want to concentrate on just the arrests and disorder. We wanted, particularly led by the Deputy Chair, to spread the debate to the Westfield because of the large amount of numbers.

The understanding on that point - and Len [Duvall AM] is going to come in - is that the Safety Advisory Group has responsibilities around that as well and will be looking at the large numbers coming in on the day. You do not look at that?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): Indirectly, not directly. Clearly, that is a police issue. The safety advisory role is really to make sure that if there is an incident, everybody gets out safely in terms of that emergency --

Steve O'Connell AM (Chairman): Out of the ground as opposed to the broader piece?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): Out of the ground to a place of safety or a place of relative safety, yes. The whole island is subject to the safety certificate. As I mentioned before, everybody must be out within eight minutes and all the doors would open. There would be PA systems, they would default to the open position and everybody could get out very quickly. In terms of stadium design, that is a positive thing about the London Stadium. Everybody can get out very quickly, certainly within eight minutes.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): If the questions are about the broader area, which I think you were asking about, the Stratford area and the stadium and the interface and how, if there was such a threat, it would be managed and co-ordinated, would it be OK if I brought Mark Camley in? He co-ordinates all of this for us with the partners across the area. We do have co-ordinated plans, we rehearse, we activate them. That is something that Mark leads on, which is why I wanted him to be here.

Mark Camley (Executive Director of Park Operations and Venues, London Legacy Development Corporation): Thank you. I am Mark Camley. I am the Executive Director of Park Operations and Venues across the Park and the wider LLDC estate. We take an overarching role on business-as-usual operational safety and we work closely with all the partners during match day events. We have a control room where the partners join us for what is happening in terms of egress and ingress on the Park and controlling that.

Particularly in relation to counterterrorism, we have hostile vehicle mitigation measures across the Park, which includes the parkland and each of the venues, including the stadium, to make sure that we can protect against a Nice-type of attack. We have extensive CCTV and partnership agreements in place with the police. We work closely with them on any intelligence that they might have.

We also, as David [Goldstone CBE] indicated, exercise regularly on desktops, which look at non-event days and event days, and we would do them on event days. That is with all the partners. We have done them at Gold level and Silver level. We have ensured that, in terms of command-and-control and communications, there is clarity about, if there was an incident, who would take primacy and how that would be managed through. That includes each of the blue-light services, it includes TfL and it includes Westfield in those plans as well. The local authority is also involved, as is LS185 when we have an event day.

Peter Whittle AM: Thank you very much.

Len Duvall AM: I was not going to come in, but it does beg the question. Listening to you all as we come in about - I get it - a mature partnership with people working together for sustainable solutions to the issues, really, I do not get any feeling of some of the preplanning and some of the discussions.

On the counterterrorism issues, how did we get into a situation where Airwave was not, [working]? Given that this is an iconic stadium and a target for terrorism, somehow it fell through the cracks. That is how it appears from the information we have been given. Who should we hold to account for this? Are you all jointly responsible for not getting adequate emergency communication into the stadium at the very beginning before we did these things? What went wrong with that bit?

I am just following up on Peter's [Whittle AM] issue. It does seem to me one of the failures at the moment. As a user observing some of these issues, it was not rocket science to have avoided some of the headlines that we have had. A bit more thought in the process with different elements could have avoided some of these problems.

On the back of the terrorism question, how have we got into a situation where we do not have proper emergency policing [communications] inside the ground in a stadium that has had, from the public's point of view, a considerable amount of investment go into it? Where was this on the list of priorities for the people looking after the safety of the users of the ground when dealing with those issues? Who is at fault?

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): If I begin in terms of the broad question, the stadium had Airwave for the 2012 [Olympic and Paralympic] Games. It has not been overlooked. However, the stadium, as you know, has been substantially transformed in the period since 2012. It has effectively been redeveloped from the temporary or demountable stadium that was built to host the Games now into the permanent multiuse venue we know now where we can both host West Ham's long-term arrangement as our anchor tenant and bring in concerts and other events. It is a completely different structure.

Airwave was installed and we have operational arrangements now in place so that the police can deploy using tactical arrangements so that they are covered for the communications they need. Commander Harrington, I am sure, will come in on this. We have agreements in place that it will be fully operational from February [2017]. There is no major omission that has occurred. Until the transformation was complete, it was not really possible to precisely configure the way the system was going to work, but there is a technical detail to that that the police would be better commenting on. The police have been able to deploy when they have needed to deploy into the stadium. They have done and they did before even before the tactical arrangement we have in place now was in place.

Therefore, there is not some major omission that you need to worry about that goes into the counterterrorism risks, but probably Commander Harrington should pick up on that.

Commander BJ Harrington (Metropolitan Police Service): First and foremost, there is no reason with the absence of a full in-building solution that the police cannot deploy inside the stadium. Indeed, when we have been called for crime and disorder, we have done and that has been seen. If there was a terrorist incident, we would deploy into the stadium.

Going forward from this point, there is a tactical solution that allows, as you have heard, the deployment of officers in a special policing service arrangement for preventative policing. From February [2017], going forward, Linda [Lennon CBE] and I are overseeing the implementation of that with Airwave and that will be a full in-building solution in operation.

It has not affected the way we have policed the stadium and it has not affected the ability of the police to respond. There are lots of places where there is no Airwave coverage we deploy to in terms of terrorist incidents.

Len Duvall AM: Chairman, it does get into the question of why that was not rebutted if you are giving me reassurance - which you are trying to do but I remain unreassured - that there was a temporary solution in place for all these matches or just when the trouble started to occur. That is the bit. I do not believe everything I read in the press, but I do recall police officers giving one of the reasons. A MPS police officer quotes one of the reasons they found it difficult was because they never had a system to communicate with each other.

Which is the true story, then? You had a temporary system that allowed you to do your policing operations from the very beginning of matches taking place in the stadium all along. In February we are going to have the fully fit-for-purpose service in terms of this important element. I do not understand why that is the case still. You have not reassured me at all.

Commander BJ Harrington (Metropolitan Police Service): Airwave guarantees coverage for officers outside buildings. That is part of the contract that it does for us as the police service nationally and as the MPS. There is coverage inside the stadium and we can deploy into the stadium to deal with issues. The issue is that it is not guaranteed by Airwave.

If we are going to put officers into the stadium under a special policing service agreement, which is asked for by the stadium and which is a discretionary service that a Chief Constable can offer, then we have to ensure under health and safety legislation that we guarantee the coverage. That is why we have insisted on and asked for and indeed been provided with, in the interim, a tactical solution that allows us to do that and, in the long term, this full in-building solution that will be --

Len Duvall AM: When did you insist on that, then? What was the timeline?

Commander BJ Harrington (Metropolitan Police Service): In terms of the changes to the stadium, the final requirement for what was required to do this in-building solution was available from Airwave only on 3 August [2016]. LS185 has funded that and we have then pushed the installation of that within the quickest possible timelines. Be assured that we are holding Airwave to account to make sure that that is delivered as quickly as is feasible. I do not have the technical knowledge to describe it but it is a significant investment.

I come back to the point that there has never been the inability for police to deploy inside the stadium whether in terms of a terrorist incident or, indeed, in terms of disorder and we have done.

I would caveat all of this by saying that the aim for policing is not to have officers inside the stadium because it is a private event and there is very good stewarding to do that. These officers come from boroughs and are taken from other parts of policing London to do this. We will deploy them only when we are requested to and when the operational need is there.

Len Duvall AM: Or when you have specific intelligence that it might kick off, presumably? You could insist on that in your intelligence and your grading system earlier on? As in the Chelsea game, when I understand you had specific intelligence from both Chelsea and West Ham that there were issues, you could have insisted on deployment of officers inside the stadium much earlier. Is that true?

Commander BJ Harrington (Metropolitan Police Service): There was specific intelligence for the Chelsea [FC] game. We will always seek to prevent that. The operational plan in that case was to identify those people who might cause problems outside the ground, which we did. We brought some of those people to the ground. We used legislation to disperse a group of those and we sent them away from the ground, ticketholders whom we feared would commit crime and antisocial behaviour. We used that legislation to send them away. We did everything to reduce that disorder and then worked with the Club inside.

Len Duvall AM: In your wider Prevent role, then, do you think you should maybe on occasions be of a bit more assistance to the people you are dealing with about some of the threats you might both be faced with and say, "Normally, we would have a discussion about this and it is your event, but we are going to insist that we want X, Y and Z to happen on this occasion"? Do you feel in that Prevent role that maybe the police should be a bit more insistent with the people you are dealing with?

Commander BJ Harrington (Metropolitan Police Service): We are insistent when we need to be. We have a good partnership that allows us to reduce those.

I must stress that this is a small minority of people out of the 56,000 people who are attending London Stadium. We have clear plans for dealing with those and identifying those. We are satisfied that the stadium and LS185 have clear arrangements overseen by the Safety Advisory Group, as you have heard. I am quite certain that if I had the need and I was not confident in those, I could come to the partnership or address the Safety Advisory Group to make those changes and they would listen to those.

In terms of the Chelsea [FC] game, it was a high-profile, high-risk game. We identified it as such. We had an extensive policing operation. I think you have seen the number of officers deployed. There was an extensive stewarding and security operation, which - let us be honest - was effective. There was a small minority with unacceptable and inappropriate behaviour, which the club are dealing with in terms of bans with the stadium and we are investigating and seeking bans in the courts and to prosecute people.

I am very confident that if I asked, I would be listened to. I am very confident that the plans we have had so far have been effective. There are different challenges at every game as things develop and - I will come back to the Stoke game - all of that collaborated learning and all of that knowledge has shown that now we are in a place where we identify threats, as in the Stoke game. Our tactics together - the police, the stadium and the club - are effective in preventing crime and disorder and doing all the things we want, which is to make it a safe place and a place that people can experience and feel that they can come to safely.

Len Duvall AM: Thank you.

Steve O'Connell AM (Chairman): We are going to have some questions a little bit later specifically about policing and stewarding, but the point that we are reflecting upon is that this stadium particularly seems to have a need for police, whereas other stadiums in London at the moment during football matches have virtually nil police requirements, in the main. We are getting on to that in a minute.

We still have questions from Florence [Eshalomi AM] about the banning of fans. One last question will be around the safety certificate and that process. Because, uniquely, this stadium has a number of partners, many of which are here, unlike other football stadiums that always have to apply for a safety certificate - and the applicant in that case would be potentially the owner of the stadium, which in most cases would be the FC - and would have the prime responsibility around that, here it is more confused and conflated.

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): The owners of the stadium delegate that responsibility to me through my safety officer.

Steve O'Connell AM (Chairman): The question begs - and it is what I call the Notting Hill question - if, God forbid, something bad happened, who has the prime responsibility in the stadium and a legal responsibility for safety?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): My safety officer is responsible for that on the match day events. He is the one who controls all the operations and who would make the decisions if, for example, there needed to be an evacuation. It would be really good if you would come to see the control room because --

Steve O'Connell AM (Chairman): We are coming along. No, that is the operational piece. There may not be a simple answer. David, you are going to leap in on this, no doubt, and we get loads of reassurance here and so let me just say that.

Just from a legal point, if something particularly bad happened within the ground, in the stadium, who would be at the end of a legal process?

Alan Skewis (Director, E20 Stadium LLP): E20 Stadium owns the stadium. In our contract with LS185, LS185 is responsible for that and getting the safety --

Steve O'Connell AM (Chairman): You are the owner, so --

Alan Skewis (Director, E20 Stadium LLP): It owns the stadium, but we have a contract with LS185. It has the responsibility for the safety and control in the stadium.

Steve O'Connell AM (Chairman): That is what I wanted to understand.

Florence Eshalomi AM: We touched on fans and the number of arrests earlier on. Of the 18, I am correct in understanding that nine of them were West Ham [United FC] supporters. To both Linda [Lennon CBE] and BJ [Harrington] and definitely you, Karren [Brady CBE], in terms of those fans, how many of them have been banned from attending matches for this season and how many have received lifetime bans?

Commander BJ Harrington (Metropolitan Police Service): I will just deal with the legal issues around that. At this stage, none of the people arrested this year have so far been given bans. There are two sorts of bans: there are bans on intelligence and bans on conviction. Until we get convictions, we cannot ask the court for those bans. We will do. There are two bans underway from arrests from West Ham [United FC] this year and I do not know the exact progress of those. As we convict people of criminal offences, we will - and the court is obliged to - consider banning orders under section 14(a) [Football Spectators Act 1989]. Where we get intelligence that we think meets the threshold under 14(b), we will go for the civil injunction type of bans. We are quite good in relation to that.

We have 302 bans - I am just looking for my exact numbers in relation to that - across all people who call themselves football supporters in London. West Ham [United FC] has 38 currently; Millwall [FC], 51; Chelsea [FC], 59; and Tottenham [Hotspurs FC], 29, to give some comparison. As I say, we will seek bans on everyone who is convicted and we will seek bans where they meet the threshold for the civil injunction type ban based upon intelligence. That is a process that takes a number of weeks around that. Separate to that, of course, there is the club, and I am sure Karren will --

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Karren, do you want to pick up?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): Yes. Anyone who is identified as causing any form of trouble is identified through their ticket purchasing and banned. We work in conjunction with LS185 because we can ban them from football, and LS185 has to ban them from the stadium. It is a joint process.

It is not always straightforward identifying people because if they are in an area causing trouble you have to follow them back through the CCTV to their seat to identify them in their seat, which gives you the name and address and the details of who they are. It is because the stadium has such excellent CCTV that 71 people have been identified and banned.

Florence Eshalomi AM: How are those bans being enforced and how successful would you say they have been?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): They are banned from the stadium and from West Ham [United FC] matches. Their details are issued. They are issued with the ban. Some have appealed. Some have successfully appealed when it has been a case of mistaken identity. They are circulated to other FCs. That is the process of the ban.

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): Effectively, their season tickets and the membership cards are revoked and so they would not be able to work then at the turnstile.

Commander BJ Harrington (Metropolitan Police Service): In terms of those legal bans, the court's ban, we have a dedicated football liaison officer, Andy Shelton, who works dedicated to West Ham [United FC]. We have dedicated teams of intelligence officers. They know the people who are on these bans from the various clubs. The officer is deployed a brief as to who they are. We attach specific conditions, not only to deal with,

“You cannot go to the match”, but also to say, “Not within two miles of a Premiership match, not within a borough where a Premiership match is taking place”, and we actively monitor and look for those people and, when we see them, we make arrests. Of course, that extends to travel abroad for international games, where we have ports monitoring operations to make sure they do not.

So far, as far as I am aware, there have been no breaches of the legal bans for those that have been issued to people who are affiliating themselves with West Ham [United FC]. Therefore, it is highly effective and they do not come to the games and we can control them away from the games as well.

Florence Eshalomi AM: That is reassuring. This is not an issue that is isolated to West Ham, but do you think there is more that the club could do in terms of targeting those regular, persistent offenders who are seeking to undermine the club’s name?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): Those that can be identified have been identified and have been banned. That is within our power to do, and we work very closely with both the police and LS185 to physically go and identify them and have a big team of people whose job it is to watch the CCTV.

We are also constantly communicating with our supporters about what is important in terms of stadium behaviour, but I have to really point out that the majority of West Ham supporters are passionate and well-behaved. We are talking about a really small minority which we have worked very hard to identify and ban, and that has been very successful.

Florence Eshalomi AM: Thank you.

Steve O’Connell AM (Chairman): We have a few questions now around the stewarding segregation and logistics.

Caroline Pidgeon MBE AM: Yes, I want to pick up on the logistics. I have to say I am finding it incredibly confusing this morning understanding how it all runs. I thought the LLDC was in charge of everything out there, and it turns out you have two other organisations I did not know existed until I had my briefing.

To Alan [Skewis], Linda [Lennon CBE] and BJ [Harrington], what is it that is so different about the London Stadium - I still think of it as the Olympic Stadium - compared to other stadiums? Why is it posing perhaps a greater risk to safety and security?

Commander BJ Harrington (Metropolitan Police Service): I will start and I can answer from a policing perspective. It is a new stadium. It is newly used for football. Again, you have this minority of people exploiting that in terms of exploring it and in terms of the vulnerabilities of any new place. The complexity of the wider footprint is unique. The multiple entry points and the different Tube stations, the different transport networks from the two rail stations, Pudding Mill Lane, the Docklands Light Railway, all of those are things that spectators are learning. If you go to the Boleyn Ground, people knew which way to go, they knew where they parked their car, they knew which pubs or restaurants they went to and they knew which way they walked up. They are learning those things and so those are changing. Of course, for us, that means that those people intent on disorder are creatures of habit, and we would know where the flash points and where the issues were so that we could police those quite easily. We are learning those because they are learning those, and that is, as I say, about that learning together around that.

The issue of migration around the stadium is an issue because those people are intent and they can move around the stadium, and I think the Club and LS185 will talk about how they are dealing with that. I will leave them to deal with what they are doing and the useful work they are doing to control that. Things like the actual Olympic Park itself, it is a wide open expanse. With most stadiums in London, there are natural segregations by streets, by furniture, by roads, by cars. Here, you have multiple points of entry and, in policing terms, they are very difficult to segregate. That is why you will see larger numbers of police deployments this year, particularly at Chelsea, not to deal with the disorder, but almost to allow us to segregate and prevent the disorder because there are not these natural barriers.

Another element around it is unique in that it is a novelty to come to the London Stadium, and that is attracting people who perhaps would not have come to the Boleyn Ground and people who are intent on disorder, and that is a real factor. We have to contend with that, with all these other issues. In policing terms, those are the things that make it a new challenge. I would say that we are learning those challenges. We are learning more each time and allowing to adapt our policing tactics to challenge those and identify those, which are different risky groups of supporters are starting to use. What that allows us to do then is to use other legislation, licensing legislation, to put controls around those pubs, which is what we do normally. Until those norms of behaviour have been set out by the fans attending, and once they establish what they are going to do, then we can understand who we police and react to those threats and prevent the issues.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Caroline, just in relation to the broader responsibility you referred to that we have, as Commander Harrington said, most of those challenges relate to it being new. The context of this is we are 11 matches into a 99-year relationship. Those challenges do exist, but things have already got better, and they not only can be addressed but are being addressed and have made improvements already. That is the context we would want to see it in.

Caroline Pidgeon MBE AM: In terms of logistics and layout, what is so different? Commander Harrington has said it is partly that it is new, it has multiple entry points, and it is transport, but what other things? As you manage the stadium yourself - you are the Chief Executive - what is it that you think is so different compared to others?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): Commander Harrington mentioned about the free movement. It is easier for people to get around the stadium. One of the things we have started to introduce now is much more hard checking of tickets, making sure people are going to the right seats and challenging them if they are not. We have also done a big review and it has been very much a joint partnership effort with the Club, with the police, with the local authority, looking at the segregation. The segregation plans were designed, they were passed and everybody felt that they were fit for purpose, but obviously there was one breach at the Watford game. We reviewed all those plans. The actual segregation areas have been extended. We have created a sterile area and those away supporters who are higher up the stadium cannot then throw things down on other supporters below them. We have also created a dedicated segregation route outside of the stadium from when the away supporters leave the stadium and come out to the exit. We now have a dedicated segregation report there.

Again, all of that has been refined and tested. The really good challenge for us, Caroline, was at the Stoke [City FC] game, because there was quite a lot of intelligence around there, and it passed off without incident. There were no issues around segregation then at all.

Caroline Pidgeon MBE AM: I will get into the segregation in more detail in a minute. Maybe, Alan, you might be able to help here. Is part of the issue that the stadium was originally designed for athletics, but the design bit is causing problems? We have heard it reported that there are some issues that it is an all-seated

stadium, but some West Ham fans stand in the game, and that causes tension, and also that away fans have been asked to file in through a narrow entrance with only eight turnstiles, and there are delays and frayed tempers and people concerned about crush. Is it that how the stadium was designed is causing some of these issues?

Alan Skewis (Director, E20 Stadium LLP): The stadium is a multipurpose stadium. It is designed to host athletics, football, concerts and a whole series of events, but a lot of the work that has gone on since 2012 to transform it --

Caroline Pidgeon MBE AM: It was not really designed for football. That is the point, is it not? It was designed for athletics events.

Alan Skewis (Director, E20 Stadium LLP): It is designed as a multipurpose stadium, but a lot of the work that has gone on since 2012 when it was designed for the Games themselves has been to transform it so that it is able to hold football matches in a safe, suitable manner. As people have alluded to on the panel, we have definitely gone through some areas of learning about how you manage football crowds at different games. I would go back to the game against Domžale [FC] or the Juventus [FC] game at the start. The free flow around the stadium worked absolutely perfectly, really well. It really added to that event for the supporters. We are dealing with the 56,900-and-whatever supporters who were there to enjoy it in that type of stadium.

However, the measures which Linda [Lennon CBE] has alluded to - putting extra segregation in, managing away supporters in and out of the stadium - are things we have learned and have put in place to ensure the safety of the stadium. I believe the stadium works as a multipurpose stadium. It works as a football stadium. The measures we have put in place have added to that and have reflected the learnings we have had over the last three or four months. I am absolutely confident that it is a suitable stadium that is safe and can host fantastic games at West Ham with 57,000 - and our aspiration is even to go higher than that in time - in terms of the capacity of the venue.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): There is one point I should add as well. The stadium itself has been designated Union of European Football Associations (UEFA) Category Four status, which is the highest possible status a football stadium can be granted. This means that, for example, it can host a Champions League final. In terms of its suitability for football, it absolutely is suitable.

Caroline Pidgeon MBE AM: Therefore, it is just getting these logistics right and, as you say, it is very different if you are going to a pop concert where people will happily wander around, but if you have different fans you might want to segregate. Let us move into the segregation bit. You have talked about more hard checking as you go around. Do you think that the problems with segregation - and you have changed what you do now - have been part of the problem for fans clashing at the earlier matches?

Alan Skewis (Director, E20 Stadium LLP): Yes. After the initial games in the Premier League, when there were 3,000 away supporters in the ground, very quickly, collectively between West Ham [United FC] and us, we increased the segregation line to the upper and lower tiers to increase the distance between supporters and put additional stewards into those areas. We were literally standing in the areas and West Ham's safety officer and advisers were providing that advice and changed that. That has transformed the segregation of away and home supporters in those areas in terms of the risks to any games. It is definitely a very good example of a quick response to an issue that was identified in those early games and definitely helped to manage the risks when we came to the highest-risk game we have had, the Chelsea [FC] game, in later times.

Caroline Pidgeon MBE AM: Can I understand in terms of the seating? We have been told previously there had been little formal segregation between rival fans and basically it was achieved by stewards physically standing between the crowds and by leaving some areas of seating empty. What more are you doing on that now?

Alan Skewis (Director, E20 Stadium LLP): There was a physical difference, which is fenced, which then has stewards between them, which is standard within other games at Emirates Stadium. That is the way it works.

Caroline Pidgeon MBE AM: I do not go to football and so this is an education.

Alan Skewis (Director, E20 Stadium LLP): The addition, which was quickly put in, was to take seven to ten rows of seats in addition to that fence and cover them so that there were no supporters in those areas. That creates a sterile area between supporters which, first of all, means it is more difficult for them to get close to each other and, secondly, means there is a significant distance there between them. That was further extended more recently just to provide that safety-first approach, and the club moved some supporters from further up --

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): Just to help you, all FCs have segregation of one form or the other. It is either physical in terms of a physical barrier, which we have; seating, which is kept empty, which we have; or people, and that could be stewards or police or a mixture of both. That is the same for every FC in the country.

Caroline Pidgeon MBE AM: You have increased it since your early games to make sure, but you feel you have increased segregation. You have increased it.

Alan Skewis (Director, E20 Stadium LLP): Absolutely. What you will see in the stadium on Saturday, if you watch it on television, is different and it is an expanded solution to what you would have seen in the first Premier League games.

Caroline Pidgeon MBE AM: Just talk me through - this might be David or Peter [Miller] - outside of the stadium how you are segregating fans to the transport links, to the restaurants and bars of Westfield and how you are managing that.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): For the segregation immediately coming out of the stadium, the responsibility does sit with LS185. It is not confusing; LS185 has, as Linda said, the full operational and safety responsibility for fans inside the stadium and on their egress through to the station services.

Caroline Pidgeon MBE AM: Linda, it is all down to you.

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): There is a separate turnstile that away supporters go in and exit out of. There are now physical barriers when they come out of the stadium that take them out and down to the edge of the footprint of the stadium. I also have a dedicated team of experienced egress stewards, people who are very experienced in moving large numbers of crowds safely across the Park, and that is what they do. There are various what I would call stop points so that if crowds are starting to build up in a certain way, they can stop the crowds - we call it pulsing - so that they can control the flow of the crowds going through the Park and along Montfichet Road until we get to the transport hub.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): At every football game, inevitably, the crowds come out and at some point - you do not segregate them forever - people merge and you say you do not go to football but there is always a point at which that operation comes to an end and people merge. We do go further probably here in the sense that we have arrangements through the Park, but they become members of the public who are going about their daily business at a point beyond the stadium. The police I think would confirm that is normal; I do not think what we are doing is significantly different. It is a different landscape, but the nature of the operation is how it works with other clubs around London and the country.

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): What is also quite critical is that at half-time my safety officer chairs a briefing where the police match day Commander will be present and other police colleagues and they just review what has happened in the match so far. Are they happy with the egress plans that we have already documented? Do there need to be any changes? Do the police need to have anybody deployed or not? That is done on a match-by-match basis and works really well as well.

Commander BJ Harrington (Metropolitan Police Service): That is an important point. We will adjust our deployments post the match to support that segregation immediately outside the turnstiles, and also to any known risk, again, back to this risk assessment element at half-time. If we think there is going to be a particular problem, either on intelligence or the way we think people have come to the game, we will adjust the police deployments to put them in a place where they can best: (1) prevent; and (2) respond to any incidents that develop as people exit.

Caroline Pidgeon MBE AM: Thank you.

Steve O'Connell AM (Chairman): I am pleased about the sterile areas because that is the norm in football grounds, where you would have a bank of seating - 10, 15, 20 rows - covered over. Clearly, you did not have that for the Chelsea game because you just had a line of stewards.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): We did. It was the camera angles.

Steve O'Connell AM (Chairman): Yes. Somehow, a lot of these people have managed to get within -- I will not say the word that they were shouting at each other.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): It does appear that way and that is the way the camera angle of the photograph was taken, but they never actually came together anywhere in the ground. There was never any breach, whether that was in the bowl, on the concourses or anywhere else.

Steve O'Connell AM (Chairman): It appeared that there was just a line of stewards.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): No, that is not correct.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): That is not correct. The sterile area, as it has been described, was in place for that game.

Steve O'Connell AM (Chairman): There should have been a sterile area of about 20 rows of seats, frankly, but, anyway, Andrew [Dismore AM], you wanted to come in.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): You will probably remember the photograph of the Chelsea [FC] supporter who reached the netting and stood on the netting.

Steve O'Connell AM (Chairman): Yes.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): That is where you would have seen it.

Steve O'Connell AM (Chairman): Was that about as near as they got to each other?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): Yes.

Steve O'Connell AM (Chairman): That is fair enough.

Andrew Dismore AM: I suppose this is nothing new to sports fans because they had it in Constantinople in Byzantine times, which was the greens and blues.

While we are on Byzantium, I want to try to untangle a bit the relationship and the Byzantine arrangements between your three different organisations. One thing I would like to try to establish, first of all from Alan, is whether you pay Linda [Lennon CBE] to do the job for you or whether Linda pays you for the privilege of doing it.

Alan Skewis (Director, E20 Stadium LLP): The way our contract is set up is that we pay a number of costs to Linda for her to run the stadium on our behalf and take all the responsibility taken. Linda is over the time of the contract - that is a long-term contract - going to provide me with more money back from that to make it into a net profit for E20.

Andrew Dismore AM: When you send a bill - and I will come on to this in a bit more detail - to Linda and Linda pays the bill, do you pass the bill on to Alan?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): It is part of our fixed costs budget and so we have an allowance for that and would pay that out of the fixed cost budget.

Andrew Dismore AM: It would be helpful if we could see the contract between E20 Stadium LLP and LS185. Can we see that?

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): I cannot remember exactly when, but I believe we released it under the Freedom of Information Act (FOI) previously.

Andrew Dismore AM: If not, can we see it? Yes? Is that a yes?

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): As ever, we will need to look at it in the normal way under the FOI requirements about if there are any elements that cannot be released but broadly, of course, if we need to release an agreement and you are asked --

Steve O'Connell AM (Chairman): We do not want to have to FOI.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): No, I am not saying you need to register an FOI with us, but in the same way that there are elements about safety that do not get released and commercially that we would --

Andrew Dismore AM: Are you going to let us see it or not?

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): I am saying it can be released subject only to any points that would normally, if it was an FOI, not be releasable under statutory exemptions. Subject to that, yes.

Andrew Dismore AM: All right. How long is that going to take?

Alan Skewis (Director, E20 Stadium LLP): We can do that immediately, from today. We will get back, do the check today if required and then give it to the Committee.

Andrew Dismore AM: OK, immediately.

Can I go on to questions about the stewarding? Stewarding is supposedly governed by the statement of intent set out in the *Authorised Professional Practice: guiding the Service* from the College of Policing document, and we have already established there is not such a document. The duties of stewards are set out in the College of Policing document, which cross-refers to the statement of intent. I want to probe this a little bit, obviously without having the benchmark of that document. I am rather surprised it does not exist, because the College of Policing says the document should be reviewed, updated and signed by the club and the force on an annual basis. Perhaps you could let us know in due course whether that is ever going to appear.

If we can go on to the issue of stewarding, what has the Safety Advisory Group - this is probably a question for Sheila - said about the stewarding arrangement's effectiveness so far?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): Can I just go back on the first point that you made that there may not be a signed-off statement of intent but there is certainly a stewarding plan? That is one of the requirements of the safety certificate and the stewarding plan details the roles of those stewards. There is a detailed stewarding plan before each game that details the postings of those stewards and the different roles. There are fire stewards and there are safety stewards and so there is detail of that, although it might not be in the place you expect it to be.

Andrew Dismore AM: Does that stewarding plan comply with all the requirements of the College of Policing document?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): I am not aware of all the detail of the College of Policing document, but in terms of the safety certificate, it does comply with the requirements of the safety certificate. As I said, it is a dynamic arrangement and it may change for each game.

Andrew Dismore AM: It might be worthwhile you cross-checking with the College of Policing document to make sure it does. It is easy enough to find; it is on the internet.

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): I can do that, yes. There are two requirements, then, and it is complied with in terms of the general safety certificate and so it does comply with that.

In terms of the stewarding, the numbers have been increased as learnings have taken place. There was an issue with familiarisation of the stadium because it is new and the arrangements within there do not reflect from the Boleyn Ground to those stewards that came along, and there are stewards who are new to that site. In terms of the stewards, there are more than there used to be. There has never been an issue with the safety-

critical control points in terms of the stewarding. The general stewards are gaining in confidence and they are learning. In the briefings that take place, there are different tiers of briefings that take place before every single game, so the supervisors are briefed and then each individual steward is briefed by their supervisors, and there are level managers above that, so there is a lot of detail and tactical detail that is delivered to the stewards on a match-by-match basis. They are getting better. The stewards themselves are really involved in taking spectators to their seats, in safety arrangements in case there is an evacuation. There are also response teams, which are more to do with dealing with disorder. They are all Security Industry Authority (SIA) authorised, and they are really separate from the stewards. They are working together increasingly better. They have given more confidence to the stewards as well. It is certainly an improving situation. The stewards are more familiar with which area is which in the stadium, and which exit is which. The new arrangements for segregation they are aware of. Generally speaking, it is an improving situation.

Andrew Dismore AM: You touched on my next question, which is whether any of the stewards that you presently have had moved from the Boleyn Ground, and I think you said some of them had.

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): My understanding is that each person was offered the opportunity to do so.

Andrew Dismore AM: The next question is: how many moved over?

Sheila Roberts (Strategic Enforcement Manager, London Borough of Newham): I do not know the number.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Everybody who worked at the Boleyn Ground who was employed as a steward there was offered a role.

Andrew Dismore AM: “Offered a role” I understand, but some may have moved and some may not. Question number one is: how many moved? If you do not know, you can tell us.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): About half.

Andrew Dismore AM: About half. How many is that?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): About 300.

Andrew Dismore AM: About 300. How many stewards altogether do you deploy?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): It is 1,100.

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): Yes, 1,100 for the recent game. Yes.

Andrew Dismore AM: It is 1,100 for every game of those stewards who were at the Boleyn Ground, fine, and then you have presumably the other 800. Are they new to football?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): Some are and some are not, as you would expect if you go to a team that size. On the plus side it has provided some new opportunities for local people to get new jobs and that is fantastic. That is certainly one of the things that we are looking to aspire for, particularly from a legacy point of view. We have other stewards and, as you can imagine, for anyone that

needs to manage 1,100 people, you will have real different spheres within it. We have other stewards there who have worked regularly at other football matches.

I honestly do not know about the policing document you mentioned, but we look at the *Green Guide to Safety at Sports Grounds* that says what is required for our stewards. For example, if we take a new steward on and they need training, we would look to buddy them up with an experienced steward, whether that be an ex-Boleyn steward or, say, somebody who has been at Wembley.

Andrew Dismore AM: That is my next question. What training do stewards receive?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): All of our safety stewards either have to have a National Vocational Qualification (NVQ) 2 in Spectator Safety or they have to be working towards that, and in order to work towards that there is a staged process for that. As you would expect, they need to have a detailed induction so that they are familiar with the stadium, so that they know things like what the warning codes are, where the exit doors are, what they do in an emergency. They also get a briefing document and they are buddied up with an experienced steward. The guidance is that that should happen for four games. Obviously, if somebody is not so good, you would look at continuing that longer. Then they have to put together a portfolio of evidence which is assessed by a qualified assessor. We also supplement that, so at every single football match there is a cascade briefing system, which starts at the top with my senior managers and all the senior stewards and level managers, and includes the COO from West Ham as well, and then they take those messages down and cascade. A lot of it will stay the same, but if there are any particular things that we have to do, if we are changing the search regimes, then that is what they will do.

As Sheila [Roberts] was saying, we have six different types of stewards, ranging up to the level manager. They will all have different types of qualifications, from NVQ 2 to NVQ 3 or 4. Some of them will have the SIA certificates as well.

Andrew Dismore AM: For example, do your stewards all know the ground regulations?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): As part of their induction, they will be familiarised with what the guidance is, what is expected of them in their role and the various responsibilities that they have.

Andrew Dismore AM: Do you think there is any more that West Ham [United FC] could do to support the stewarding?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): West Ham [United FC] was very helpful to us at the beginning of the season in that it arranged for my head of safety and security to go over to about six of the games to meet all of the stewards who were there. There were a lot of myths going around that they were not going to be paid as much and this sort of thing. We were able to put a stop to that. Their COO now attends all of our senior stewards briefings and that is really good for showing that we are working together in a joined-up partnership approach and encouraging that. Where any of us see good examples of stewarding, we make sure that that is passed on and goes up the chain to their managers so that they get a "thank you" and a "well done".

Andrew Dismore AM: What is your turnover of stewards?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): It is very difficult to answer that because these are not 1,100 dedicated stewards to our event. One week they will be working with me; the next week they might be at Tottenham; the week after they might be at Wembley.

Andrew Dismore AM: Are they on zero-hour contracts?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): All of our stewards are provided through a stewarding provider. People have the options to work when they want to work.

Andrew Dismore AM: Do they get paid the London Living Wage?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): No, they do not, not at all categories. They do not at the basic steward level. It is one of the things that we recognise about looking at being competitive and, as you will appreciate, the stewards are employed at other venues across London. It is not just at the London Stadium. Certainly, our senior stewards are paid that, our level managers, hospitality stewards, and we give them a meal as well.

Andrew Dismore AM: Does it embarrass you, Karren, that your stewards are not paid the London Living Wage when you are paying footballers £60,000 a week?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): We pay all of our staff the London Living Wage. We were the first club to do so and have been doing so since 2015.

Andrew Dismore AM: Touché.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): We cannot engage with other partners and force them to do that. Yes, we would like it to be done, but it is not part of our authority to insist it is done.

Andrew Dismore AM: Do you think morally it is your responsibility?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): It is a hypothetical question because it is not my responsibility. Anyone who worked for us at the Boleyn Ground or who works for us anywhere has been earning the equivalent of the London Living Wage since 2015.

Andrew Dismore AM: I am pleased to hear that your direct employees are, but one of the problems we have found throughout London is this particular problem where people pass the buck and say, "It is nothing to do with me. It is a contractor".

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): It is not a case of passing the buck.

Andrew Dismore AM: It seems that way to me.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): I can only pay the people I employ. I cannot pay the people I do not employ.

Andrew Dismore AM: It seems that way to me. Anyway, let us move on to some questions for [Commander] BJ [Harrington] on policing. Do you think if you had more police inside the stadium it would help prevent further disorder?

Commander BJ Harrington (Metropolitan Police Service): The point I would say is that it is a small minority of people who are causing that problem inside the stadium, and I am absolutely confident that the arrangements inside are preventing - we saw that at the Stoke [City FC] game - disorder inside the grounds. The arrangements and the risk assessment we make before that have contributed to that.

Every cop we put inside the stadium comes from a neighbourhood somewhere and comes from part of a London borough. It is our strategy that it is private premises - quite rightly - and it is not shying away from that responsibility. LS185 is absolutely taking that. We will try to minimise the number of officers in the stadium all the time. It is not our role to police private premises. We would not put cops next to a dancefloor if we thought there was going to be a fight in a disco. However, where we are required to go inside, we will and we have done. Where we are requested and where we are able to, we will put officers inside if that is the appropriate risk assessment and, again, as we have done for the Stoke game and will be doing for the match on Saturday, we will require payment in the areas we can for those special policing services.

Andrew Dismore AM: I understand that the estimated police officer costs excluding overtime for West Ham fixtures so far at the London Stadium this year - since 4 August up until 5 November 2016 - are £426,170. Correct?

Commander BJ Harrington (Metropolitan Police Service): Yes. I would say it is a little bit higher than that, in fact, in terms of the total policing costs for those West Ham [United FC] fixtures this year.

Andrew Dismore AM: You have billed West Ham for about 10% -- not West Ham [United FC] because they do not have to pay. You have to pay. They get it thrown in, yes? £43,350.

Commander BJ Harrington (Metropolitan Police Service): That is correct. It is really important, Chairman and Andrew, if I explain what we can charge for.

Andrew Dismore AM: I will come on to that. Just following the numbers first and then we will come on to what you can and cannot charge for. You have billed Linda for £43,350, which you are paid by Alan Skewis to absorb as part of your fee. Yes?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): Yes.

Andrew Dismore AM: Yes, ultimately it goes back to the public purse, but it is about 10% of the total costs of policing at West Ham [United FC] so far this year.

Commander BJ Harrington (Metropolitan Police Service): As part of that special policing service, yes.

Andrew Dismore AM: Correct. Good. Then the total cost for policing West Ham [United FC] last year was £525,426 and the year before that was £429,284. That is at the old ground.

Commander BJ Harrington (Metropolitan Police Service): That is correct.

Andrew Dismore AM: All right. What West Ham [United FC] paid the MPS last year was £45,874 and the year before that was £98,801?

Commander BJ Harrington (Metropolitan Police Service): That is correct, yes.

Andrew Dismore AM: Correct, yes. If we scale that up across London, the net cost to the MPS after the contributions from FCs - or, in this case, Linda [Lennon CBE] - is over £5 million, is it not?

Commander BJ Harrington (Metropolitan Police Service): I would say the net cost of policing football across London as a whole, because it extends beyond the grounds to those clubs that travel through because of the transport network, is closer to £8 million across London of which, including Wembley National Stadium, we probably recover through special policing services about £700,000. It is really important that we are clear about what it is we can charge for because it is clearly defined in law.

Andrew Dismore AM: It is all right. I will come to that. Let us just stick with the figures you have just given me because the previous answer I had was that the net figure was £5 million, but you are now telling me it is even more. If it was £5 million and the higher figure you have given us now, that equates to getting on for 100 police officers' equivalent wages across the whole of London, does it not?

Commander BJ Harrington (Metropolitan Police Service): It is certainly the equivalent wages of a number of officers. Clearly, I have not worked the exact figures out.

Andrew Dismore AM: Yes. That is three or four extra officers for boroughs who did not have to bear that cost.

Commander BJ Harrington (Metropolitan Police Service): It is the salary costs. Whether that would equate --

Andrew Dismore AM: If we look at the Chelsea [FC] game, the number of officers you deployed there was getting on for 500, was it not, for the Chelsea [FC] and West Ham [United FC] game?

Commander BJ Harrington (Metropolitan Police Service): Yes, it was 520 officers.

Andrew Dismore AM: Yes, and that is equivalent to the entire police force of an outer London borough, is it not, pretty well?

Commander BJ Harrington (Metropolitan Police Service): A day's work, yes, for probably some boroughs. Yes.

Andrew Dismore AM: Yes, it is quite a drain on police resources, is it not?

Commander BJ Harrington (Metropolitan Police Service): Absolutely, and that is one of the key points we make. Crime and disorder around football - it is really in terms of that - like any crime and disorder is a key role for police to address. There is a proper responsibility for us to do that.

Andrew Dismore AM: You will probably guess where the question is going. You are only allowed to charge basically within the curtilage of the football premises, are you not?

Commander BJ Harrington (Metropolitan Police Service): It is a bit more complex than that. We can only charge in certain circumstances. We can charge for policing under section 25 of the Police Act 1996 for special policing services. They have to be requested by an agency. They are discretionary and so a Chief Constable does not have to provide them. Where we can charge has been defined in two High Court cases. The first one was Leeds United v West Yorkshire Police in 2013 and that defined that it was on land that is owned, leased or controlled by the stadium operator of the club in that case. That was further defined this

year in Ipswich Town [FC Company] v Southwark Constabulary, which further defined owned, leased or controlled and only differentiated that we could charge only for what is called preventative policing, when we are there in case something happens, as opposed to operational reactive policing, when that is our duty: a bad thing happens, we get called and we respond to it. We cannot charge for that.

In terms of the West Ham [United FC] position, where we are asked by the stadium to provide special policing services for the Stoke [City FC] game, we can then charge for those officers who are deployed on the land owned, leased or controlled. That is what LS185 has done with the £43,000. What I would say is, the policing of football, the Olympic Park and much of that area is not land owned, leased or controlled. Therefore, we cannot charge. The policing of somewhere like [the match against] Stoke [City FC] starts, if you were to include the British Transport Police (BTP), from the moment they get on the transport network. We deal with them in central London and so we deploy officers and it would be remiss if we did not. We deal with them as they come across to whichever train station. I have already explained that for a match like Chelsea [FC] or Stoke [City FC], with us getting used to the geography and the norms of that, we have had to deploy more officers because we cannot be as forensic and intelligence-driven about where the issues would be. Yes, we have had to deploy more officers. They are a drain and one that we would not want to take from boroughs because that is where they come from. We will charge wherever we can.

I have to say that where we have been asked by LS185 to do it we have done and there has been no reluctance on their part to pay. Where the money comes from --

Andrew Dismore AM: It is not your concern. As long as you get the bill --

Commander BJ Harrington (Metropolitan Police Service): It is about me making sure that we charge appropriately. The point I will come back to - and you made that point well - is that the policing of football globally is not just about West Ham [United FC]. If you include all of the special things and all of the crossing of London that goes on, it is a massive drain on policing, not only in cost but in terms of the people who are taken from Bromley, Hillingdon or Camden.

Andrew Dismore AM: That is the point. If you did not have to spend that £7 million on policing, we could spend that on more officers.

Commander BJ Harrington (Metropolitan Police Service): We could, but I would also say there are important things. Where there is this small minority of people who are intent upon crime and disorder around football, there is an absolute obligation on us to deal with those. We do. You have heard about the banning orders. Where we are asked to, and around that safety contribution, we will take part and do so and, whenever we are called, we will go to deal with crime and disorder.

Andrew Dismore AM: The Mayor, in answer to a previous question I put to him, has said that he supports full cost recovery of policing operations for football. Do you agree with that?

Commander BJ Harrington (Metropolitan Police Service): With the multi-billion-pound business that is football, there should be a greater contribution made. There are some things which are very clear that the police should do. Bad people committing crime: that is what the police are expected to deal with and we absolutely step into that. Where we are having to put these huge deployments this Saturday coming, around probably 400 to 500 officers deployed policing football across London, whether that is at one of the home games in London, whether that is people transiting through the central London station around that, that is a massive drain on policing. Yes, we would ask that the ability to ask to charge is extended, because it is currently quite narrow and I have been clear about where that is.

Andrew Dismore AM: Do we need to change the law?

Commander BJ Harrington (Metropolitan Police Service): We need to be clearer about making a greater contribution.

Andrew Dismore AM: Karren, you do not have to pay anything for policing your games.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): That is not true. I pay all the costs.

Andrew Dismore AM: That £43,000 that we have mentioned earlier on you will be paying?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): I pay £2.5 million a year, which covers all those costs.

Andrew Dismore AM: That is all thrown into your overall contract and so, no matter how many police officers are deployed or not, you do not pay any more?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): No. I have already covered it in the £2.5 million that I pay. That covers the cost of policing, security, maintenance, electricity, utilities and so on.

Andrew Dismore AM: When BJ [Harrington] talks about these figures that it is costing the MPS and costing Londoners to police your business, do you think you should be paying more?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): As you heard Commander Harrington say, there were two cases that were brought about to change the law in relation to what football pays for policing and both of those were not successful.

Andrew Dismore AM: That is what the law says. I am not disputing what the law says. I am asking: do you think there is a moral obligation on West Ham [United FC], when so many London police officers are deployed to police your games and support your profits, to cough up a bit more?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): There are a couple of things I would say to that. First of all, it is not just West Ham [United FC].

Andrew Dismore AM: No, of course. I accept that.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): We abide by the law and FCs abide by the law, and they pay what is due to be paid. The other thing I would say is that FCs contribute billions of pounds to the UK economy through their taxes and the way they run their businesses and the National Insurance they pay and so on. Some would argue that that is all taken care of in the contributions that they make. This is not an industry that just sucks out of the system. It puts an awful lot back in.

Andrew Dismore AM: You can afford to pay £20.5 million in a transfer fee and all but £18 million in a wage bill. Police officers come a bit cheaper than that. Do you not think there is a moral obligation to pay something towards this?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): All of our assets are people, whether that be on or off the pitch, and our sole purpose of our business is to attract the best talent and put

on the best entertainment to fulfil all the hopes and dreams of every West Ham [United FC] supporter in the country. That is the purpose of our business. Yes, it may look extraordinary that we pay £18 million in wages, but that is our sole purpose of what we are and what we do.

Andrew Dismore AM: Fine. If you want to pay £18 million to your footballers, fine. My concern is the cost to Londoners in losing their police officers from the boroughs. The borough police force, as Commander Harrington has said, is potentially putting Londoners in outer London at a little bit more risk of crime, although it is spread more widely, on the removal of officers to police your grounds. It is putting a burden on the rest of London, your commercial operation, and it is a commercial operation, otherwise you would not be doing it. I accept there is no legal obligation on you to pay any more. What I am asking is whether you think there is a moral obligation.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): I would say to you that we do what is requested of us. We pay the bills that are put in front of us. We certainly pay those bills through our rent. All FCs, all 20 of us or more throughout the professional leagues, the 92 of us, pay what is asked of us. It is not a question of whether the FCs should pay more. It is a legal argument, and that is something that will no doubt carry on into the future.

Andrew Dismore AM: I accept you are complying with the law. What I am saying is that there is a moral obligation --

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): I know; you have asked me three times.

Andrew Dismore AM: -- and I suspect most Londoners would probably feel the same way about it.

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): It is what it is.

Steve O'Connell AM (Chairman): Many of us will agree it is a fair point strategically that London football should think about contributing more. It is not just a West Ham [United FC] issue, and I thank you for holding your ground on that.

We are moving to the last part of the morning. We have a couple more questions.

Keith Prince AM: I do not want to take very long on this. Most of it has probably been covered.

This is firstly to Alan. In September, you appointed Chris Allison [CBE] to do a review for you. West Ham has also published a five-point plan for improving security. How do those two tie together? Just so we can wrap it up, of the conclusions that were come to, how were they prioritised and what is going forward?

Alan Skewis (Director, E20 Stadium LLP): For clarity, Chris Allison [CBE]² has been employed by E20 Stadium and his role is to give us some oversight, to give us some assurances and to facilitate and help the improvements we have spent a lot of time talking about this morning. Chris is pretty uniquely qualified to do that and that is why we wanted to use him. His role in the 2012 security operations, the Rugby World Cup, his knowledge and previous employment within the police force has helped. Chris is advising us and he has absolutely worked with everybody around the table today to help. West Ham's [United FC] five-point plan came out of discussions which Chris has been involved in, with LS185, with the Club, and absolutely integrated

² Chris Allison CBE, is a former Assistant Commissioner in the Metropolitan Police Service.

into those plans. Chris has focused much of his intention, on the first month to six weeks of his time, on the stadium and the stadium island that we have talked a lot about today. Chris is now turning a bit more of his attention into that wider Park, the integration around Westfield and TfL because that is the bit we see now we need to make similar adaptations to try to improve the way that people can move, the amount of time and how it works across the stakeholders. Chris - this Saturday included - is doing some really intense work with Westfield and with LS185 around those areas. We found Chris's involvement very valuable. We think it has added a lot of value without attempting to step on any toes or get into LS185's business.

Keith Prince AM: Linda?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): There are 18 recommendations. I support them all. Some have been completed already. Others have review points. The West Ham [United FC] plan fits perfectly within those because they cover areas like segregation, as you would expect. There have been ticks in both the West Ham plan and in Chris Allison's. I personally welcome independent feedback because it gives you the opportunity to look at things from different perspectives. My team and I really welcome it.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Just to be clear, the nature of Chris' work is to work with - engaged by E20 Stadium LLP - all the parties involved just to find incremental things we can improve day-to-day and how we can work this better. As Alan [Skewis] said, he is looking particularly at egress but real-time improvement and so it is not a review with a report. It is a working engagement to help find improvement and identify ways we can move it forward, particularly on the egress through the Park, Westfield, the station and the interfaces we have talked about.

Keith Prince AM: Karren, could I ask you a question in relation to the five-point plan? I believe that in that five-point plan the stewards are given handheld video cameras. One of my questions would be, will the stewards be instructed to be vigilant, particularly, for instance, of racist or anti-Semitic chanting in relevant football matches?

Baroness Karren Brady CBE (Vice-Chairman, West Ham United FC): Some of the stewards in the ground have the cameras that are on their jackets in the same way that some of the police officers have and that is to identify and record things that may be interesting to the police to have a record. We were specifically talking about an area where there had been allegations of throwing of items and we were looking for perpetrators who were doing that so that we could ban them from the ground. That is those officers that we were talking about.

Keith Prince AM: Thank you. Then, to the assembled masses, is there anything that you think the Mayor could do to help in relation to some of the issues that we have discussed today? Is there any more that the Mayor could do?

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Maybe I should pick that up. You will know from announcements recently that the Mayor has announced a review in relation to the stadium more generally. That will look at the costs that have been incurred, but also looking at operational arrangements going forward and how we reach the position we all want to achieve of the stadium continuing to be a popular venue for the wide range of events it is hosting and how we reach the position we have always committed to, that it will become financially self-sustaining over time. I hope that review will be very helpful and that is something the Mayor has instigated for that purpose.

Keith Prince AM: Is there nothing else that anyone would like to see the Mayor do?

Commander BJ Harrington (Metropolitan Police Service): This is not about West Ham [United FC] . This is about this wider cost and the point that Andrew [Dismore AM] makes around policing football across London.

Keith Prince AM: I agree.

Commander BJ Harrington (Metropolitan Police Service): Anything the Mayor can do to ensure that there is real clarity, not paying for what is the police's core role but to ensure that a greater contribution to that, what is a significant cost to the policing of football across London, not just at individual stadiums but in terms of the wider consequences, whether that is central London, on the transport network or elsewhere. That is not about West Ham [United FC] and certainly the police would welcome the Mayor's intervention in relation to that.

Keith Prince AM: Thank you.

Unmesh Desai AM (Deputy Chair): Again, coming back to policing and security of the Park as a whole, my question is to you, David. Alan [Skewis] talked about the Allison report and structured liaison between TfL and other agencies. Are there arrangements for this liaison to take place on a regular basis on non-match days?

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): The arrangement with Chris Allison [CBE] is specific to events in the stadium.

Unmesh Desai AM (Deputy Chair): Yes, and I am more interested in what goes on throughout the week.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Yes, so in terms of what goes on with the Park generally - and I have been marking again - but we have not brought in an independent assistance of the sort that Chris is providing because the arrangements on the Park have worked very well and I do not think we have had significant problems other than the ones we are here discussing around match day events. Broadly, the safety and security arrangements in the Park have been very successful. The safety incident and the security issues we have had have been inevitable, with 6 million a year coming through. There are incidents, but we have a very efficient operation that manages them.

Mark Camley (Executive Director of Park Operations and Venues, London Legacy Development Corporation): We have very low levels of crime and most of the crime that we have is low-level crime, graffiti and things like that that we have in the Park. We do have in place an information-sharing agreement with the MPS which has been in place since 2013 for the Park. We have a Park security partnership in place and we are embedded within the Community Safety Zone within Newham. We meet regularly with all the partners including TfL and East Village. Lendlease is not here today, but it is the landowner. We have shared information on a dynamic basis. If there are incidents happening in the Park, the control room in the Park will be informing East Village and/or Westfield or --

Unmesh Desai AM (Deputy Chair): With a structured mechanism for regularly [reviewing safety and security]?

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): Yes, absolutely, and we exercise and rehearse it.

Unmesh Desai AM (Deputy Chair): When I referred earlier to Barking Riverside, we have all these new townships and what we have on the Olympic Park is a whole new township. We do not take policing and security aspects into consideration.

David Goldstone CBE (Chief Executive, London Legacy Development Corporation): It might be the sort of example where, if they wanted to come and talk to us, we could share how we have this set up. It is an evolution of what was in place in the Games, but it has been working for a number of years and we would be very happy to share our experience if that would be helpful.

Unmesh Desai AM (Deputy Chair): Chairman, very finally, I just want to flag up two issues on which we can write to, I believe, Linda [Lennon CBE]. I do have questions on the licensing hours of the stadium. Particularly for the Chelsea [FC] game, I understand there is anecdotal evidence not just that the bars were open earlier but that beer was being offered at a cheaper price. I was hoping --

Steve O'Connell AM (Chairman): Do not answer it now. We will write.

Unmesh Desai AM (Deputy Chair): Secondly, I also want to ask about the permanence of the stewarding arrangements because you talked about your stewards moving all over London. One of the things with the old ground was that the stewards knew the people they were dealing with. They had been there for years. Perhaps we could do that in correspondence.

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): That is fine.

Unmesh Desai AM (Deputy Chair): Since there is this prospect of a Chelsea [FC] game, is that true?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): No. In fact, we --

Unmesh Desai AM (Deputy Chair): To avoid congestion, did the bars open earlier?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): No.

Unmesh Desai AM (Deputy Chair): That is what I read in *The Evening Standard*.

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): No. When the stadium first opened, we were very keen to try to encourage people to get to the stadium early. Therefore, we did open up the stadium gates two hours early, whereas in most clubs it is two hours before kick-off rather than one-and-a-half hours. There were some happy offers to get people in early.

Unmesh Desai AM (Deputy Chair): Happy hour?

Linda Lennon CBE (Chief Executive Officer, London Stadium 185): We have since refined that. We no longer do that because we have looked at the crowd flows coming through and, certainly, for the Chelsea [FC] game we looked at a risk assessment basis on that, which we agreed with the Club and the police. There have been quite a few things in the press which have perhaps been over-exaggerated.

Steve O'Connell AM (Chairman): We understand. As ever, thank you very much, guests, for contributing this morning. We have had a lot of reassurance, but we are going to be writing. Hopefully, the Committee can agree for the need to write to you. We have some questions about the board of safety and security of the Park and some other questions about licensing that have been duly noted. Clearly, there are some concerns about

cost to policing of football that we will continue to look at. Are colleagues happy to delegate authority to me to do that? We will also be visiting. We are trying to get that date buttoned down before Christmas.