



## EVENTS AND OPERATIONAL PLANNING (FOOTBALL MATCHES)

Policy owners	Head of Specialist Operations
Policy holder	Head of Operational Planning
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### Approved by

Legal Services	Not required
Policy owner	5 December 2018
JJNCC	4 December 2018

**Note:** By signing the above you are authorising the policy for publication and are accepting responsibility for the policy on behalf of the Chief Constables

Publication date	6 December 2018
Review date	6 December 2021
APP checked	Yes
College of Policing Code of Ethics checked	Yes

**Note:** Please send the original Policy with both signatures on it to the Norfolk CPU for the audit trail

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## Legal Basis

*(Please list below the relevant legislation which is the legal basis for this policy). You must update this list with changes in legislation that are relevant to this policy and hyperlink directly to the legislation.*

### **Legislation/Law specific to the subject of this policy document**

<b>Act (title and year)</b>
Road Traffic Act 1988
Road Traffic Offenders Act 1988
Highways Act 1980
Town and Police Clauses Act 1847
Public Order Act 1986
Local Byelaws
Police Regulations 2003
Traffic Management Act 2004
Safety of Sports Grounds Act 1975
Police Act 1996

**Other legislation/law which you must check this document against (required by law)**

<b>Act (title and year)</b>
<a href="#">Human Rights Act 1998 (in particular A.14 – Prohibition of discrimination)</a>
<a href="#">Equality Act 2010</a>
<a href="#">Crime and Disorder Act 1998</a>

<a href="#">Health and Safety at Work etc. Act 1974 and associated Regulations</a>
<a href="#">General Data Protection Regulation (GDPR) and Data Protection Act 2018</a>
<a href="#">Freedom Of Information Act 2000</a>
<a href="#">The Civil Contingencies Act 2004</a>

### **Other Related Documents**

- Events and Operational Planning policy
- Authorised Professional Practice (APP)
- NPCC Policing Guidelines on Charging for Police Services

## 1. Introduction

- 1.1 This policy has been developed to assist in the planning and execution of operations in relation to the roles and responsibilities connected with policing designated sporting events (Norwich City Football Club (NCFC) and Ipswich Town Football Club (ITFC) matches) and non-designated sporting events.
- 1.2 It has been written with the policing of professional football principally in mind; however, some of the guidance can be transferred to the policing of other games and sporting events.
- 1.3 The planning of football matches and preparation of Operational Orders is the responsibility of the Events Planning Unit (EPU).

## 2. Organisation at Command Level

- 2.1 The Assistant Chief Constable (ACC), Joint Protective Services (or deputy), has overall responsibility for policy matters in relation to policing football matches.

## 3. Dedicated Football Officer (DFO)

- 3.1 The Dedicated Football Officer provides a focal point for all information and intelligence relating to the Club for which they have responsibility. They form part of the EPU and undertake the role of DFO from the description and the responsibilities found in [CoP Authorised Professional Practice \(APP\)](#).
- 3.2 The DFO directs, collects, analyses and disseminates intelligence products to minimise football related crime and disorder. These products also help to determine the strategy, tactics, resource levels and support services required for the policing of football events.
- 3.3 In the event of the DFO and 'spotters' being deployed covertly with a specific, targeted purpose, this must be authorised in accordance with the [Regulation of Investigatory Powers Act](#) and force policy.

## 4. Events Planning Unit (EPU)

- 4.1 The EPU has responsibility for managing the policing requirements for all NCFC and ITFC matches, both home and away. This includes identifying a command structure, where required, obtaining a Gold strategy from the Gold Commander, attending the planning meetings, categorising the fixtures (in consultation with nominated commanders, based upon an intelligence assessment) and providing all Operational Orders and briefing sheets.
- 4.2 They will also be the Single Point of Contact (SPOC) for all football related enquiries. Planning procedures are shown at [Appendix A](#) for designated sporting events and [Appendix B](#) for non-designated.

## 5. Resource

- 5.1 The Resource Management Unit (RMU) will be responsible for nominating the relevant personnel requested by the nominated Police Commander.

## 6. Football Pre and End of Season Briefing

- 6.1 This meeting will be chaired by the Chief Superintendent, Joint Protective Services (or deputy), and should be held during the 'closed' season, as soon as practicable, following the publication of fixtures. The meeting should be attended by all Police Commanders, representatives from the relevant Contact and Control Room (CCR), Football Spotters, Norfolk and Suffolk Police Federation Representatives and other interested parties.
- 6.2 At the Football Pre and End of Season Briefing the EPU (via the DFO) will supply a report detailing:
- A summary of the previous season;
  - The fixture list for the forthcoming season;
  - Projected categories for the matches; and
  - Projected personnel requested per category.
- 6.3 Further meetings may also be held as the season progresses at the discretion of Chief Superintendent, Joint Protective Services (or deputy), or at the request of NCFC and ITFC.

## 7. Designation of Venues / Safety Certificates

- 7.1 The following football grounds are designated as requiring a safety certificate under the [Safety of Sports Grounds Act 1975](#):
- Norwich City Football Club, Carrow Road, Norwich
  - Ipswich Town Football Club, Portman Road, Ipswich
- 7.2 The general Safety Certificate is issued by the Safety Advisory Group (SAG) who is responsible for enforcement of breaches of the provisions in the Certificate.
- 7.3 The responsibility for the health and safety of spectators lies with the certificate holder and not with the certifying authority or the police.
- 7.4 Police personnel must not indicate to any person that the police accept responsibility for the safety of spectators at that sports ground, or other event.

## 8. Safety Advisory Group (SAG)

8.1 Meetings of the SAG for the stadium will be held at regular periods. The meetings will be chaired by the Local Authority. The SAG comprises representatives for:

- The certificate holder
- The Police
- Fire and Rescue Services
- The East of England Ambulance Service NHS Trust
- The Sports Ground Safety Authority
- Ipswich Borough Council
- Norfolk / Suffolk County Council

8.2 The SAG is able to consider any safety related issues and make recommendations to the Club.

8.3 The Head of Operational Planning will be the principal police member of the Stadium SAG (Safety Team) and should attend all meetings along with the DFO. If, for any reason, the Head of Operational Planning is not available the Operational Planning Manager will attend.

8.4 Police personnel attending SAG should generally confine representations to policing issues only.

## 9. Statement of Intent (SOI)

9.1 A Statement of Intent (SOI) acknowledges that Norfolk and Suffolk Constabularies will be working with NCFC and ITFC and defines the division of responsibilities and functions between the parties. The SOI is a management statement and does not create a legally binding document. Copies of the SOI can be obtained from the EPU.

## 10. Information Sharing Agreement (ISA)

10.1 Norfolk and Suffolk Constabularies will have Information Sharing Agreements with both NCFC and ITFC respectively. The ISAs are currently under collaborative review and copies can be obtained from the EPU.

## 11. Categorisation of Fixtures

11.1 All football fixtures must be categorised to provide an assessment of the likely staffing levels for any given match.

11.2 This is a useful management tool for:

- Police Commanders;

- RMU in sourcing resources; and
- The Club concerned.

11.3 Set criteria should always be taken into account prior to categorisation. The categorisation will be undertaken by a qualified DFO in conjunction with relevant police managers / representatives from the Club, and in accordance with the matrix policy log. A copy of the matrix policy log can be obtained from the EPU.

The policy log contains details such as:

- Home / away supporters' history;
- Relationship between the two clubs and supporters (local derby fixtures are more contentious);
- Type and significance of fixture;
- Anticipated numbers of fans attending both home and away and visitor profile;
- Relative league positions;
- Intelligence (including liaison with United Kingdom Football Policing Unit (UKFPU) and opposite DFO).

11.4 Each fixture should be categorised according to the following broad guide:

- Police Free / Spotters Only
- Category A – Low potential for disorder
- Category B – Medium potential for disorder
- Category C – High potential for disorder
- Category C IR (Increased Risk) – High potential for disorder (intelligence led increase in resourcing above a C category)

11.5 Not all fixtures will fit into these categories; an initial assessment / agreement, made prior to the fixture taking place, will therefore be continuously reviewed and subject to change. There may be certain categories of matches which necessitate either an increase or decrease in categorisation and respective policing response.

11.6 The staffing levels and categorisation agreed during the Fixture Planning meetings should not be seen as minimum nor maximum levels but as guidance for resource planning.

## **12. Police Commanders, Officers and Staff**

12.1 All new Commanders must receive both formal training and practical operational training prior to taking command. Practical training will usually consist of shadowing an existing and experienced Commander. The

number of operations to be 'shadowed' will depend upon the previous experience and qualifications of the individual, and will be a matter for the judgement of those involved in the process. During this period all commanders should familiarise themselves with the layout of the relevant ground and the relevant emergency plans, such familiarisation should be an ongoing process to take account of any structural, procedural or policy changes.

#### 12.2 Accredited Police Commanders will:

- have successfully completed a nationally approved Public Order Silver / Bronze Commanders training course at a delivery centre licensed by the CoP;
- have completed the Policing of Events Course (PEC); and
- undertaken a minimum of two fixtures per football season.

#### 12.3 Accredited DFO's will:

- prepare accurate and timely intelligence and information products for all fixtures (home and away) involving the clubs for which they hold responsibility;
- act as a key link between the police, the club, the supporters and other stakeholders;
- attend planning meetings;
- prepare an appropriate briefing for all staff policing the event;
- prepare and deliver an appropriate briefing for the deployment of football spotters for the event from both the home and visiting force;
- put in place an effective means of feedback and debrief for football events;
- be a source of specialist advice on the policing of the club for the Public Order Public Safety (POPS) command team;
- contribute to the development of an appropriate strategy and tactical plan;
- contribute to crowd safety through their experience and knowledge of the football event;
- have a good knowledge of the club's supporters;
- be deployed at the football event to monitor and observe the safety measures provided by the club (e.g. stewarding effectiveness, provision of police services);
- update the police lead of any issues relating to changes to the infrastructure or operational systems within the stadium that are likely to have an impact on policing responsibilities;



- work closely with other dedicated football officers, local / force intelligence officers and law enforcement agencies and form good working relationships with the Crown Prosecution Service (CPS) lead football prosecutor on case preparation and advice.

#### 12.4 Accredited Football Spotters will:

- have experience of policing football matches;
- acquire a detailed knowledge of, and develop and maintain links with, a club's supporter community;
- maximise opportunities for richer information and intelligence gathering (to help to reduce the risk of disorder and further promote trust and confidence);
- possess extensive knowledge of the identities, tactics and strategies of persons who engage in violent disorder and other criminal activity associated with football, e.g. risk supporters;
- have a sound understanding of the principles and methods associated with intelligence management and covert policing;
- be competent to collect, evaluate and disseminate intelligence products;
- be efficient in documented and oral evidence presentation;
- be competent (within local or national guidelines) to use relevant technical equipment, e.g. video cameras;
- engage with the supporter community.

#### 12.5 Police squads

- will be trained to a minimum of Level 3 PSU.
- will (if possible) have experience of policing football matches.
- will familiarise themselves with the area of the ground where they are deployed (emergency exits, phones etc)

#### 12.6 Contact Control Room personnel will:

- have experience of policing football matches;
- be Dispatch / CAD / PNC person trained;
- have the skills identified on the CCR Duty Roster system.

#### 12.7 Special Constabulary Officers will:

- have recent experience of policing public order and be trained to a minimum of Level 3 PSU; and
- only patrol outside of the ground because of contractual charging agreements.

12.8 It will be the responsibility of the EPU to monitor the numbers of spotters and CCR trained personnel in the above Cadre to ensure that these levels are maintained.

12.9 Operational Support will ensure, with the assistance of the EPU, that Commanders maintain their accreditation and experience.

### 13. Operational Orders

13.1 An Operational Order must be prepared in relation to every operation where police personnel are deployed at NCFC and ITFC matches.

13.2 The Operational Order will be completed by a member of the EPU within one week prior to the fixture (subject to re-arranged fixtures) and issued to the relevant officers.

13.3 One copy of the Operational Order must be authorised by the appropriate Police Commander.

13.4 Copies of Operational Orders will be sent to all personnel connected with the event. Officers will be required to attend a full pre-match briefing and will be supplied with an aide memoir to supplement the briefing / Operational Order.

### 14. Quality Assurance

14.1 Completed Operational Orders are subject to the EPU quality assurance procedures.

### 15. Briefings ([Appendix C](#))

#### Prior to Deployment

15.1 All police personnel must be properly briefed prior to deployment.

15.2 The main briefing will be held within the ground on match day and undertaken by either the Silver Commander or Bronze Commander. It is the responsibility of each individual to ensure that they attend this briefing and are fully aware of their own deployment and obligations.

15.3 Supervisors must ensure that all officers in their squads are appropriately briefed and are familiar with the area of the ground where they are deployed (emergency exits, phones etc)

15.4 Details of any non-attendees should be brought to the attention of the Command teams as soon as possible to ensure that they are subsequently briefed by squad Sergeants.

15.5 Briefings can be delivered by various methods but will primarily be undertaken via a PowerPoint presentation which will be recorded for evidential and audit purposes.

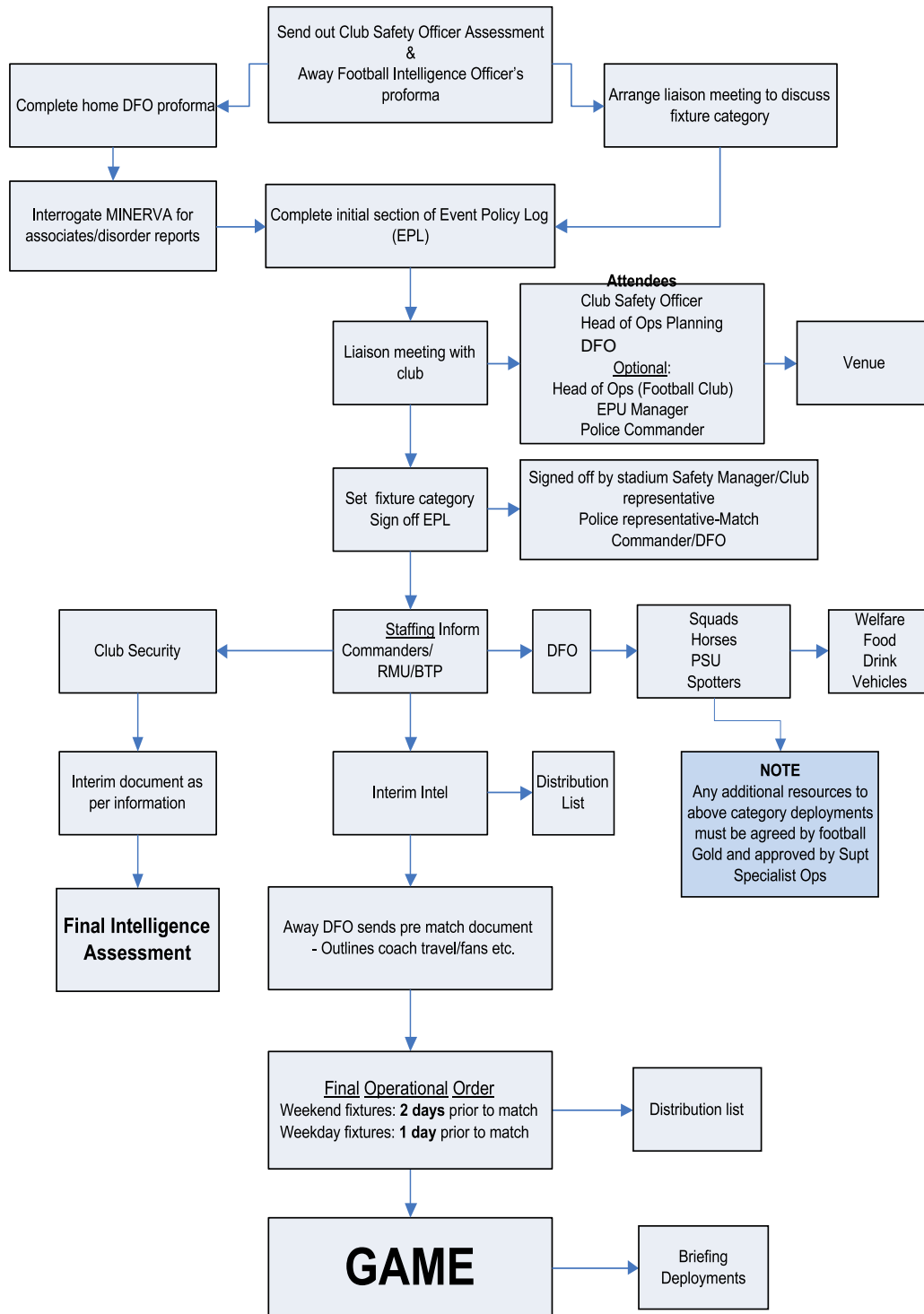
Debriefing

- 15.6 Supervisors taking part in the operation will be required to debrief their personnel at the conclusion of the fixture and forward the details to the EPU on the debrief sheet attached to the Operational Order.
- 15.7 Copies of all Operational Orders, briefing sheets, including the PowerPoint presentation and debriefing sheets, will be retained by the EPU.

**Appendix A**

**DESIGNATED SPORTING EVENTS**

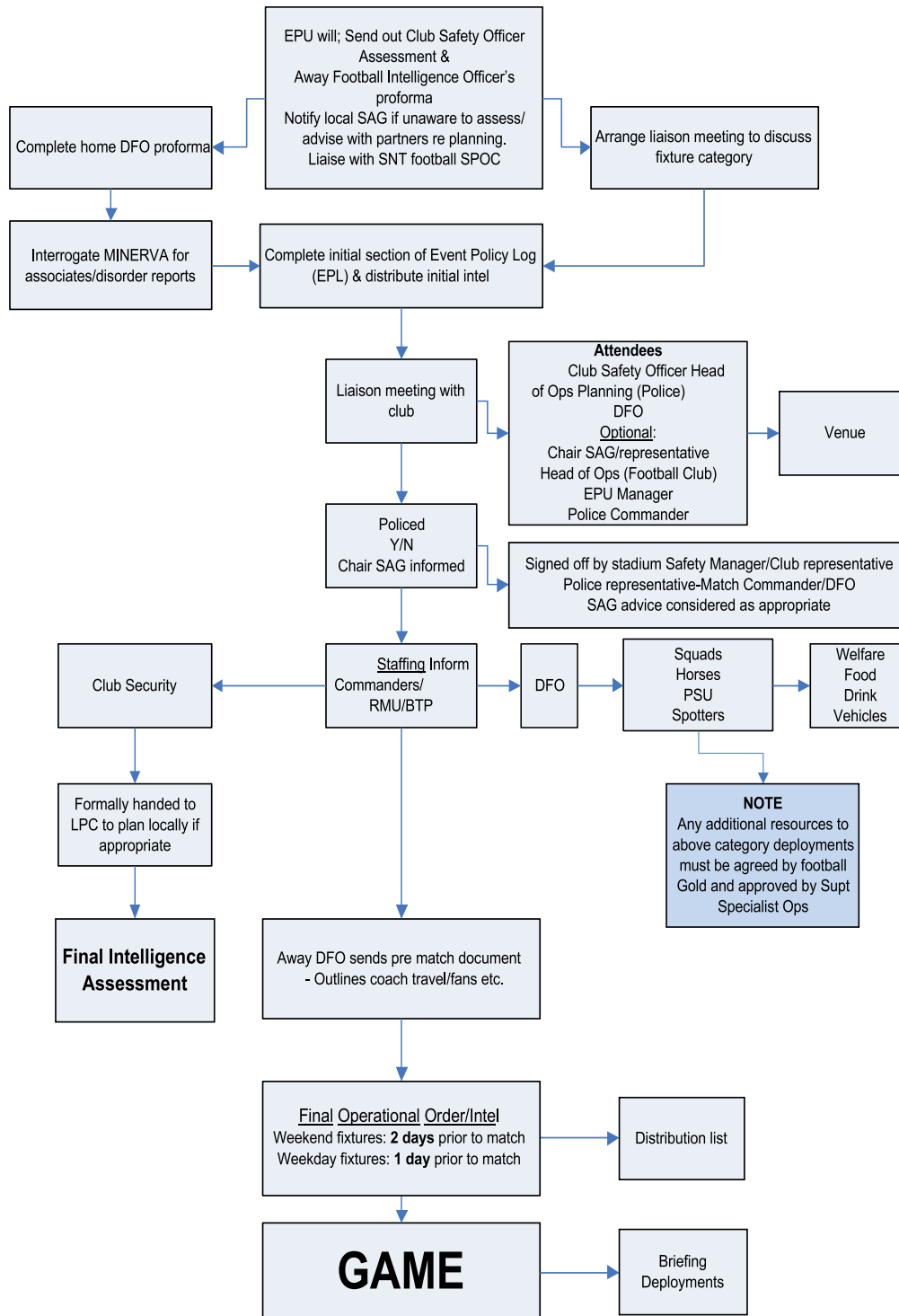
(ONE MONTH PRIOR TO FIXTURE)



**Appendix B**

**NON-DESIGNATED SPORTING EVENT**

(ONE MONTH PRIOR TO FIXTURE, IF POSSIBLE)



**Appendix C**

**BRIEFINGS**

