Safety Management at Cardiff City Football Club
A bit about me

Wayne Nash
CCFC Head of Ops

**Head of Operations**
Cardiff City FC
Mar 1989 – Present • 29 yrs
Cardiff, United Kingdom

**National Security Officer**
Football Association of Wales
Jul 2013 – Present • 4 yrs 8 mos

**Security Officer**
UEFA
Jun 2015 – Present • 2 yrs 9 mos
My Introduction to Risk assessment
Those who cannot learn from History are doomed to repeat it

George Santayana
UK Legislation and Regulation is based on learnings from disasters

Heysel Stadium Disaster / Bradford Fire 1985

Hillsborough Tragedy 1989 / Taylor Inquiry
Interim report 1989 Final 1990
Responsibility and Requirements

Responsibility for the Safety of spectators lies with Senior Managers.

Including Board of Directors, facility owners, promoters, event organisers, security and safety officers.

Key Requirements to meet responsibilities include providing a

Balanced approach to Safety, Security and Service
Safety Certificate & appropriate Licences

Event Management Plan and approved Procedures
Spectator Safety Policy & tested Contingencies

Take cognisance Emerging trends and threats (CT & Pyro)
Adequate resources and competent persons
The Organisations Duty of Care

We need to provide an environment where all fans and staff can attend events in reasonable safety.

This of course include Players, staff, officials & contractors.

Duty to protect the Health and welfare of employees and other people who might be affected by our business.

Requirement for competent persons

Definition of a competent person

"A competent person" is defined as one who has sufficient training and experience or knowledge.

Alternative Definition of a competent person

"A competent person" is a person who knows the limit of their competency.
Event Planning and Risk assessments

Standard Procedures – based on probability x impact + impact

Specific procedures – Such as Managing standing

Match Specific – based on Intelligence and historic events

Ccfc v Bristol City
Kick off
Sat Midday or 3pm or Sun Midday

(PROBABILITY) Threat of Disorder = possible = 3 x
(IMPACT) evidenced as severe = 4 + (IMPACT) = 4 = 16

Dynamic – During the event by Duty Safety Officer
Changing Dynamic of Risk Management in Public Places

Event Management

Managing Risk used to equate to Managing the interaction between Home and Away supporters. Dealing with Anti social behaviour and drunkenness.

Counter Terrorism now plays a very large part in our organisational thinking

Current severe threat is not a spike! The diverse threat has been painfully felt in Football throughout Europe
Removing the Stigma
(The Journey without Destination)

Aim : REDUCE CONFLICT
Challenge : CHANGE PERCEPTIONS
Disorder at Stoke 2000

Family Excellence Seminar West Bromwich Albion 2007

Disorder v West Ham, Leeds & Bristol 2001 (among others) & resultant PACT meeting

The Wake Up Call
Confronting Problems as a ‘Catalyst for Change’

‘Meet them to beat them’ & The Risk Reduction Model

The Hard Yards – Bubble Trips, control measures and Bans

Fans the Solution

Facilitating persons with legitimate intent

Keeping the competitive mass the right side of DECENT
- Singing sections and Family Stands

How ‘WE’ The Fans, Club and SW Police have an absolute Partnership approach
A New Vehicle for progress

From The Old to the New

No1 Task – Orientation & Ticket Mapping

Identifying differing customer needs

Re-designing the family stand & creating a singing section

Consultation between supporters & Staff

Simple design Brief

• A Stadium with safety and security placed at its core
• Good facilities for all supporters
• An environment where the passion for our sport can be displayed.

• IMPROVE THE CUSTOMER EXPERIENCE
THE RESULTS SO FAR

• Reduced levels of Anti-social behaviour, Crime & Disorder – now at unprecedented lows!

• Resultant reduction in Ejections and Arrests at Home and AWAY Grounds

• Reduction in levels of Police resources

• Win / Win reduction in match day costs

• Greater understanding / delivery of fan needs

• Increased levels of season ticket holder & revenues increase via Record online and Retail Sales

• National recognition;

  • Winner of the Family Club of the Year 2010/11 & 2012/13 at the Football League Awards

  • FSF Away day 2014; nominated 2015 & 2017

  • Premier League Best Away day 2014

  • Best Customer Experience Stadium Business Awards 2010
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