

1. Safety, Security, Access & Policing Arrangements for Millwall Football Club

1.1 Introduction

The Renewal Group are proposing to develop a substantial area, in the North East corner of the London Borough of Lewisham (LBLE), Surrey Canal: London's Sporting Village. Significantly for the purposes of this report Millwall Football Club (MFC) stadium (The New Den), offices and car parks, are contained entirely within the re-generation area. The proposed re-development and re-generation of the area surrounding MFC will significantly alter the existing vehicular, rail and pedestrian traffic in the immediate vicinity of the stadium.

The Masterplan also includes plans for retail outlets, commercial premises, and a large additional sporting facility and a new multifaith community centre with the potential to accommodate 5,000 people to the south east.

The author has been commissioned to deliver a dynamic impact assessment on the effect of the re-development (the Masterplan) on the safety, security, access and policing arrangements of MFC.

1.2 The Brief

The author was commissioned to establish the impact of the Masterplan on the safety, security and policing operation to MFC and in doing so include comment on the Pedestrian Flow Analysis-Scope (see points 1.2.1- 1.2.7 below); provided by Paula Carney from Signet Planning together with the additional/subsequent points 1.2.8- 1.2.13.

- 1.2.1 To establish the current and normal match day requirements for entry and exit to Millwall Football Club, addressing access and egress points, pedestrian flow rates and pedestrian routes.
- 1.2.2 To establish the emergency evacuation requirements for entry and exits to Millwall Football Club, addressing access and egress points, pedestrian flow rates and pedestrian routes (and assembly points as appropriate).
- 1.2.3 To assess whether the Masterplan scheme enables the MFC requirements, as established within the criterion of points one and two above, to be met, and if not, to recommend measures to address them.
- 1.2.4 To liaise with Peter Brett Associates (PBA) to understand the proposed movement corridors for pedestrians within The Masterplan to and from the MFC Stadium on match days. To assess the adequacy of these movement corridors for the required pedestrian movement flows, rates, policing and safety.
- 1.2.5 Following the analysis under point four above, recommend measures to address pedestrian movement requirements, as necessary.
- 1.2.6 To advise on pedestrian flow management requirements at any crucial points within the Masterplan, e.g. at the stations (the existing South Bermondsey Station and the proposed Surrey Canal Rd Station).
- 1.2.7 To advise whether the Metropolitan Police would have any case for seeking additional financial contributions to policing as a result of the Masterplan proposals.
- 1.2.8 To advise any issues that may arise due to the Multifaith Centre and the safety and security of away fans coaches during match days.
- 1.2.9 To advise on the acceptability or not of new public realm routes and open spaces.

- 1.2.10 To advise on the particular issues at the existing and proposed rail stations, proposed routes and linkages.
- 1.2.11 To comment on any construction issues.
- 1.2.12 To comment on the effect of the development on 'normalising' spectator behaviour.
- 1.2.13 To comment on the effect of the development on the 'dwell time' of spectators.

1.3 The Author

The author of this report is a Management Consultant specialising in the security, policing and command of large scale sporting and leisure events in London. A former senior Metropolitan Police Service (MPS) officer with considerable expertise in commanding and planning major events in London; including three years as the Police Commander of Charlton Athletic Football club.

The author was the Senior Investigating Officer (SIO) into the riot that followed MFC's loss to Birmingham City FC, in what was then Division 1 (The Championship) play-off for promotion to The Premiership in 2002.

More recently he led the policing operation for the 20:20 Cricket World Cup in 2009 and The Ashes cricket match at the MCC (Lords) between England and Australia the same year. Prior to retirement, a senior member of the MPS public order cadre trained and authorised to command large scale central London events.

1.4 The New Den

The New Den is situated in the South East of the regeneration area. It was the first all seated stadium completed after the Taylor Report into the Hillsborough disaster. MFC moved to this new stadium for the start of the 1993/4 season. It has a technical capacity of 20,000 but restrictions imposed on MFC by LBL in conjunction with the police have effectively reduced this to 17,000. The stadium is built to enhance crowd safety with efficient ingress and egress facilities allowing for short and direct escape routes if an emergency evacuation is required. Currently there is a level hard surfaced area around all sides of the stadium; although some of this space is used for coach and car parking there is currently sufficient space to facilitate spectator movements.

As stated above the New Den is a modern, albeit 'not state of the art', stadium. Constructed to meet not only modern building regulations but to be compliant with current fire and crowd safety legislation including The Fire Safety and Safety of Places of Sports Act 1987 and the Home Office publication; Guide to Safety at Sports Grounds (The Green Guide).

The 1987 Act and a complete revision of the Green Guide came about as a result of The Popplewell report into The Bradford Football Club fire in 1985 and further recommendations particularly requiring all seated stadiums arose from the Taylor report into The Hillsborough disaster in 1989. More recent legislation includes The Regulatory Reform (Fire safety) Order 2005.

The modern design of the New Den, ensures the internal limitations often present in an older design will not impact on ingress, egress and emergency evacuation and adversely affect the external geography outside the stadium and the Masterplan as a whole.

Over the last six seasons MFC's average crowd numbers have been 8,000-9,000 with the majority of this time being spent in Division One. MFC have recently achieved promotion to the Championship and the average gate rose during this season to 11,000 (MFC website). It may be reasonably anticipated that the average gate will rise again next season (2010-11) with an increase in capacity crowds and more high risk games.

If MFC had achieved promotion to the premiership they would have one of the smallest grounds in the league and would probably be operating at or near capacity for each game and should success be sustained would undoubtedly be looking to further increase their capacity.

It has to be noted that MFC, in common with many other football clubs, has a disruptive element amongst their supporters who participate in disorderly behaviour and on occasions seek conflict with opposing supporters. One of the worst outbreaks of disorder throughout all leagues last season (2009-10) involved MFC fans (albeit at West Ham United) in which many people were injured. The Football Association (FA) conducted an inquiry into this disorder.

1.5 Ingress, Egress and Emergency Evacuation

1.5.1 Ingress

The 'walk up' and entry into football stadiums for the majority of games tends to be a slow build up, one to two hours prior to kick off, with a significant number arriving just before the game commences. The majority of spectators are 'home supporters' who are familiar with the area and have developed travel plans commensurate with their needs.

1.5.2 Egress

The normal egress of a stadium on completion of the event is a more intense activity than the 'walk up' with the majority of supporters wishing to exit the stadium and commence their return journey within a few minutes of the final whistle. The Green guide states that all (i.e. 20,000) spectators must be able to enter a free flowing exit system away from the viewing area within a maximum of 8 minutes (NOT EMERGENCY EVACUATION see below).

The vast majority of supporters simply reverse their arrival procedure however additional strains are put on transport links due to this more intense departure activity.

1.5.3 Emergency Evacuation

All stadiums are required to have contingency plans which include total and partial evacuations of the stadium. All areas of the stadium should have more than one emergency evacuation route. These, for the majority of the spectator area's are normally via a reversal of their entry procedure or on to the playing surface and exiting through another stand. In the event of a full or partial evacuation almost all stadiums and other entertainment arenas do not re-start the event after the emergency is over. Spectators are told the event is over and encouraged to leave the area.

Evacuation time limits are much shorter than normal egress times and require all spectators to exit the stadium (not enter an exit procedure see above) within two and a half to eight minutes depending on stadium design. As the New Den is a modern design and present a lower fire risk this is likely to be set closer to eight minutes.

The spectators once outside the stadium have to be able to evacuate the immediate area as quick, or quicker, than their exit in order that spectators behind them are not blocked from vacating the stadium.

The Masterplan must ensure that any building close to the stadium allows sufficient space for all spectators to safely ingress; egress and emergency evacuate the stadium. It is noted that after redevelopment a minimum 20 metre wide area will exist around the stadium. This area is more than sufficient to enhance spectator safety but careful planning for coach and car parking in this area will be required to ensure this space is not unduly restricted.

1.6 Existing/Current Arrangements

The author has by reference to the General Safety Certificate prepared in accordance with The Safety of Sports Grounds Act 1975 and Fire Safety and Safety of Places of Sports Act 1987 for The Den, Zampa Road, London SE16 dated 2006 and subsequent amendment dated September 2007, and the Millwall Evacuation Procedure dated July 2005 considered the existing arrangements and set out his finding below.

1.6.1 Road and Transport Links

The area for redevelopment currently has limited, or no residential premises, once redeveloped, it is proposed that there will be in the region of 2,500 residential units, commercial and retail premises, sports facilities and a Multifaith Centre. All of which will increase substantially the number of people within the environs of the New Den. The author notes that no residential premises are planned at

street level. David Dewar of Peter Brett Associates (Transport Consultants) has stated that the planned transport infrastructure has been designed to cater for this.

On match days potentially 20,000 spectators will be sharing these transport facilities with the new and existing increased local population.

A review of maps and plans identifies existing routes:

- Existing route via Bolina Rd in the North towards the Silwood Estate. (it is proposed that this will become a pedestrian/cycle only route following completion of the Thameslink 2000 works that are set for completion in 2014/2015);
- Existing route from the East in both directions along Ilderton Rd into Zampa Rd;
- Existing but restricted route from Ilderton Rd in to Stockholm Rd and access to stadium through existing car park;
- Existing away supporter's walkway from South Bermondsey rail station;
- Existing route along Surrey Canal Rd in both directions but mainly from the South East;
- Existing route from Bridgehouse Meadows on to footbridge over Surrey Canal Rd;
- Existing car parking facilities mainly to the West of the New Den on MFC leased property;

1.6.2 Home supporters

The majority of Millwall supporters live locally to the stadium or within South East London and surrounding areas. (MFC Website).

Those supporters that travel via train mainly use New Cross Gate and New Cross stations, with a smaller number using South Bermondsey station which is mainly used by away supporters.

Supporters alight from local buses in either Old Kent Rd, Ilderton Rd and the New Cross area and those travelling by motor vehicle who do not have reserved parking at The New Den park in unrestricted streets up to a mile away. There is currently little or no unrestricted parking in the vicinity of the New Den and this in the author's opinion is unlikely to change once the Masterplan is completed.

As stated above 'home supporters' who are familiar with the area have developed travel plans commensurate with their needs. In common with many sports stadiums the vast majority of supporters will walk from the rail stations, bus stops and car parking to the stadium ('the walk up'). It is common and reasonable for this walk up to be, in excess of 1 kilometre/ ½ mile.

A significant number of supporters arrive at the stadium from the west, mainly on foot, via Ilderton Rd into Zampa Rd and Stockholm Rd a limited number of fans travel up Bolina Rd which leads into Zampa Rd.

Access from the south east is gained via Surrey Canal Rd this is believed to be the preferred entry route for the majority of fans.

A limited number of supporters walk along the footpath from the Silwood Estate or Bridge House Meadows.

Once outside the stadium all supporters have access around three sides of the ground with the rear of the north (away) stand cordoned off and accessed only by away supporters which keeps opposing supporters segregated.

1.6.3 Away supporters

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1.6.4 Away coaches

The coaches used by the visiting supporters currently arrive via Zampa Rd and are parked at the rear of the North (Away) stand during the match in an area, as previously mentioned, that is cordoned off to home supporters.

The coaches, on departure, travel around the rear (East Stand) of the stadium and exit into Zampa Rd and then turn left or right into Ilderton Rd. These coaches are often piloted by police motor cyclists for the first kilometre/mile or so to direct them on to their return journey and ease traffic flow.

1.7 Proposed Arrangements

1.7.1 Road and Transport Links

In addition to the existing transport and pedestrian links to the New Den outlined above (1.6) the Masterplan proposes the following much improved transport routes:

- New pedestrian/cycle route in the North West connecting to South Bermondsey rail station;
- New route from the South via Rollins St through the newly created Stadium Square;
- New route albeit closed match days around the rear (one way clockwise) of the New Den;
- New/improved, restricted vehicular and pedestrian (totally pedestrian on match days) access in front of the West stand;
- New (proposed) rail station on Surrey Canal Road;
- New 'green' pedestrian route through the development which will effectively link the proposed Surrey Canal Road Station, the stadium through to the existing South Bermondsey Station;
- A much improved route from Ilderton Rd into Stockholm Rd which in turn is opened for travel in both directions and joins Surrey Canal Rd;
- New two way access road that links into Stockholm Rd and Surrey Canal Rd which can be used match days and will provide ingress and egress for the Multifaith Centre and potentially the sporting facilities;

- New underground/covered parking and street level facilities in vicinity of stadium, for match day use;

The only potential reductions identified to existing facilities are:

- Potential restriction of pedestrian traffic along Zampa Rd as vehicular access will be required in particular, to the new residential units to the North of the stadium;
- The loss of vehicular access along Bolina Road as a result of the Thameslink 2000 works;
- The loss of existing surface parking on the West side of the stadium;

The creation and opening up of new and existing roads together with enhanced pedestrian access and the new railway station will all facilitate the improved ingress, egress and emergency evacuation of The New Den. As will be seen below the Masterplan will also be able to accommodate the increased residential, commercial and visiting populations to the immediate area including a capacity congregation at the Multi faith Centre on match days.

1.7.2 Home Supporters

The much improved access to and from the New Den identified above (1.7.1) will afford home supporters more diverse opportunities to approach the stadium. The author does not anticipate that the Masterplan would cause a demographic shift in home spectators 'walk up'. The majority of supporters would still approach the stadium from the same geographic direction as they do now, but the Masterplan offers much improved opportunities for access in the crucial last 250-500m.

In common with many new developments unrestricted parking will be limited (if any exists). Those supporters that travel and park their own vehicle will mainly be unaffected as they currently park outside the Masterplan's footprint and 'walk up'.

Supporters that travel by taxi or have reserved parking will benefit from the improved access and more secure parking arrangements mainly to the South of the stadium. In addition home supporters will have the additional opportunity to use the new Surrey Canal rail station.

1.7.3 Away Supporters

Similar to home supporters away supporters will benefit from the much improved access particularly in the final 250-500metres. They will also have the opportunity to use the new Surrey Canal rail station. This station is very close to the New Den and if it links efficiently with commonly used main line services and central London stations it could become the away supporter's station of choice as opposed to the current South Bermondsey.

1.7.4 Away Coaches

The current plan for away coaches could still be viable under the Masterplan with additional opportunities to exit into Surrey Canal Rd or Stockholm Rd.

Once the development is completed, David Dewar of PBA states the maximum number of coaches able to be parked at the rear of the North Stand is 15 (PBA 17004/001/006).

The Police and Millwall Football Club would have to ensure that any obstruction caused would not affect crowd movements particularly in the event of an emergency evacuation and access for emergency and rescue vehicles and equipment.

It is not uncommon for away coaches, once they exceed a safe and agreed number, or for high risk games to be parked off-site. MFC and the police are likely to have an existing plan for this, which could still be viable once the development is complete.

It is highly probable that alternative safe and acceptable off-site coach parking within the vicinity of the New Den will be able to be identified if required.

1.8 Multifaith Centre

The new Multifaith Centre is planned for phase 1 in the south east corner of the development bounded by the existing and proposed rail lines and Surrey Canal Rd. The new sporting facilities are situated between the New Den and the Multifaith Centre. This relatively short distance assists greatly in reducing a competition for space immediately outside the New Den when both are operating at the same time.

It is intended that access to the Multifaith Centre will be via the new access road and drop off to the rear of the building and the end of the newly opened up Stockholm Rd. This facility will have to develop ingress and egress arrangements for vehicular traffic as it is anticipated by David Dewar that worshippers will arrive by minibus, as well as via other transport modes.

Additionally contingency plans will be developed for emergency evacuation. The police, MFC, the Multifaith Centre and the estate management team for the Scheme will need to work together to co-ordinate and manage high volume pedestrian events to ensure that all contingency planning ingress and egress are in synergy with each other.

Further to this efficient lines of communication are needed to be established between MFC and the Multifaith Centre to engender as far as possible cooperation and flexibility in their respective operations.

If there is a complete clash of ingress and/or egress times of a capacity crowd at MFC and capacity congregation at the Multifaith Centre, the author does not consider that the resultant demands placed on the improved transport links and local infrastructure to be either unmanageable or unacceptable.

1.9 Policing Cost Recovery

The author has been asked to comment on whether the Masterplan development would increase the cost of policing MFC. It is a fact that the MPS used to be notoriously inefficient in cost recovery for special policing services but over recent years police commanders have become more efficient in this area and with the current economic climate there will be more pressure to maximise cost recovery.

That said the police are not allowed to charge for services that they are duty bound and legally required to provide. The day to day job of policing the streets residential and commercial premises/areas and areas to which the public have access will remain 'free' (obviously these are paid for through taxes, rates and community charges).

MFC will have to pay for policing services as they are a private club operating for profit (i.e. you have to pay an admission fee regardless of whether or not any profit is made). What they are required to pay for is governed by a complicated set of guidelines.

The existing 'rule of thumb' is that if a police officer is employed inside the stadium then MFC are required to pay, if the officer is employed outside the stadium then they are not charged regardless of the fact that the officer is only on duty due to the football match e.g. crowd control duties at South Bermondsey Rail station. the Masterplan should under the current rules be unaffected by this.

It is probable and normal that contractors may incur some charges during the development i.e. they are operating for profit and require road closures by police to assist in the movement of heavy plant and machinery.

The author has not identified anything in the Masterplan at present that would incur an additional non voluntary as opposed to voluntary (e.g. sponsorship of a police community support officer or construction of a safer neighbourhood police office) policing cost.

1.10 Potential Concerns and Improvements

1.10.1 The Stadium

MFC in common with many football clubs have committed and passionate supporters who are proud of their club's history and achievements. The New Den and its environs are an intimidating

place for away teams and supporters to visit. The regeneration of the area could in MFC's view, reduce their current home advantage by making the immediate environs of the New Den more inviting and acceptable to away supporters. However, this in time could have a beneficial affect and help to 'normalise' spectator behaviour as their experience benefits from the much improved stadium, public spaces and the wide range of other retail and recreational facilities.

1.10.2 **Construction**

Any building activity in or near to a sports stadium provides challenges for those planning an event. Often public access is limited or restricted near a building site for safety reasons and the works have legitimately closed or restricted public rights of way and access. That said developers now work closely with local authorities, the police and local residents and communities to ensure their sites are safe and secure and that any adverse impact of the development is reduced to an acceptable and manageable level.

It is common for police and football clubs to absorb into their planning such activity and it should be noted that major redevelopments have taken place within football stadiums during the football season (Charlton Athletic Football Club new North Stand 2002)

There will however be a continuing requirement to alter and adjust match day plans as development and building work progresses throughout the Masterplan. Renewal state that regeneration development will be phased over a period of 10-15 years which will enable the police, local communities, businesses and MFC ample opportunity to forward plan and prepare revised arrangements in accordance with the current Safety Certificates and Evacuation Procedures lodged with the London Borough of Lewisham

1.10.3 **Increased Population**

The match day planning will be more complex and variable due to the addition of away supporters arriving at the new Surrey Canal rail station and a requirement to accommodate potential peak pedestrian population with an ingress and egress of 3-5,000 worshippers at the Multifaith Centre on match days. There will also be more people in the area due to redevelopment which in turn could place an additional strain on transport links, car parking and a conflict of use between pedestrians and vehicles e.g. access to sporting facilities.

It should however be noted that the current match day events only occur on 26-30 days a year and as such these peak capacities are likely to be minimal.

The author has reviewed the existing plans and as stated above notes that there is much improved access not only to the stadium throughout the development area. As stated above there is a 20 metre area around the stadium which will greatly assist in the ingress, egress and emergency evacuation of spectators.

There is the opportunity to develop disaster contingency plans using the new more open areas to set up rendezvous points (RVPs), one way systems, casualty reception, triage areas etc.

1.10.4 **Improved Access**

The Masterplan provides a more diverse and open area around the New Den which provides more opportunities for supporters to approach and depart the stadium.

The creation of new open space including Bolina Gardens, Stadium Square and Station Square together with their connectivity through new and improved substantial wide and open vehicular and pedestrian links enables this area, in the authors experience, to safely accommodate all the anticipated increase in spectator, worshipper, visitor, commercial and residential use.

The new improved access for vehicular traffic around the New Den will assist in the ingress and egress of away coaches on match days. There will also be a retained facility to park a limited, (but reasonable) number of coaches at the rear of the North Stand. Away coaches will also be afforded an additional departure route along Surrey Canal Rd.

The loss or restriction of any spectator access route e.g. vehicular access Bolina Rd, pedestrian walkway south east corner (new railway) is far out-weighted by the additional access routes the Masterplan generates.

1.10.5 Rail Stations

The new station at Surrey Canal Road will be a completely new build so opportunities exist to design access to/from the station/stadium that can cater for crowd safety and particularly crowd dynamics when home and away supporters are placed in numbers in close proximity of each other. Charlton Athletic Football Club (CAFC) currently has a similar and acceptable situation at Charlton rail station.

The planned open space around this new station will afford opportunities to safely marshal and organise departing supporters waiting for trains into a queuing system if required.

There could be an opportunity for away supporters at high risk matches to access the new station by entering the existing secure pedestrian route to South Bermondsey Station (now alongside the new rail link) which could be extended behind the West Stand and link to the new station.

This in the author's opinion is not a favoured option as 'caging and isolating' opposing supporters can increase opportunities and intentions for disorder. The preferred option would be that away supporters are allowed to 'mingle' with home supporters and the schemes residents and other users outside the stadium and effectively walk up to either rail station.

1.10.6 Zampa Road

Zampa Rd will be the main access route into the development to the north of the stadium (see 1.6.1). It will also be a significant access route to the stadium on match days and is currently the preferred entry route for away supporter's coaches.

Match day access via Zampa Rd provides a potential for vehicles and pedestrians to mix, particularly when travelling in opposite directions.

The opening up of Stockholm Rd through to Surrey Canal Rd will greatly assist in flexible planning and could also afford opportunities to restrict pedestrian access in to Zampa Rd and provide alternative access for away coaches.

The proposed new pedestrian route through the development which will link the stadium to the proposed Surrey Canal Road Station and significantly open up a new route to South Bermondsey Station (allowing spectators the facility to access both stations without the need to walk up Zampa Rd) will help reduce pedestrian traffic on Zampa Rd.

The option of closing Zampa Rd would not be easily available to the police as it would isolate too many residents and commercial properties on match days.

1.10.7 Facilities and Dwell Time

Currently as there are very few retail outlets and no public houses in the immediate vicinity of the New Den the majority of spectators spend little time outside the stadium. The regeneration of the area and particularly the immediate environs of the New Den together with the planned increased number of retail outlets to sell fast food and beverages will increase the amount of time supporters (both home and away) will spend in the area (dwell time).

This potential increased 'dwell time' can assist those planning and managing crowd movements in predicting and policing both away and home supporters movements and behaviour.

1.10.8 Safer Neighbourhood Office

There could be an opportunity to establish a Safer Neighbourhood Office (possibility to share with Southwark and Lewisham Police). This would be a reasonable negotiating point and would add value in developing a safe and confident community.

1.11 Recommendations

Overall the author considers that the Masterplan for Surrey Canal: London's Sporting Village will enhance the spectator experience and safety of those persons attending MFC on match days, local communities and those visiting. This view is subject to the following caveats and recommendations.

As stated by Paula Carney of Signet Planning, Management is clearly the key and the setting up of a management group of interested parties to deal with this on a regular basis following development will be the answer, no doubt.

The author was unable to observe spectator travel and activity directly as it is now close season He has compiled this report from professional knowledge of MFC, liaison with the Renewal team and by interviewing mature and seasoned MFC supporters.

- 1.11.1 It would be beneficial for the author to observe current match day activity directly and existing supporter behaviour and overlay this onto the planned redevelopment. (Note: Renewal's transport consultants PBA have subsequently observed a number of matches to inform their transport assessment that will form part of the planning application).
- 1.11.2 The author advises that consultation is commenced or continued with MFC, the local authority in particular the local authority safety officer, the current residential and commercial populations and the police on issues affecting MFC.
- 1.11.3 That Renewal ensures communication links remain strong and healthy between all interested groups.
- 1.11.4 That public/spectator safety remains/retains primacy throughout all planning and development.
- 1.11.5 That proposed building/development plans, as they are created/amended (particularly during construction) are continually checked to ensure that any adverse or unforeseen impact on the operation of MFC and public/spectator safety is mitigated for.
- 1.11.6 That particular diligence in planning is afforded to Zampa Rd to ensure that vehicular and pedestrian access is maintained to those persons not attending the New Den.
- 1.11.7 Again particular diligence and planning will be required to ensure that Surrey Canal Road Station is safe and fit for purpose and that safe and adaptable access is afforded for away supporters use.
- 1.11.8 On a wider issue a healthy business relationship with Lewisham and Southwark Police will assist in obtaining the correct and appropriate policing presence, response and outcomes throughout the development and beyond.
- 1.11.9 The author does not consider up to 5,000 worshippers attending the Multifaith Centre as unreasonable or unmanageable when there is a clash with match day at MFC.
- 1.11.10 The author does not consider that the increased residential, commercial and visiting populations would place an unacceptable strain on the new transport links.
- 1.11.11 The proposed plans for away coaches and reserved spectator parking are both acceptable and adaptable.
- 1.11.12 The disruptive affect of match days on the new local, social and commercial population would be considerably less than many other stadiums throughout London. The improved access, opening up and use of open space together with the new pedestrian corridors and transport links increases public and spectator safety and enables a more efficient ingress, egress and emergency evacuation of the New Den.

1.12 Conclusion

The author considers that the Masterplan affords the opportunity to improve and enhance spectator experience and safety on ingress, egress and emergency evacuation of the New Den. the Masterplan adequately considers and accommodates for the additional residential, commercial and visiting populations that will be in the area on match days.

1.13 References

MFC Website: www.mfc.co.uk

Football Licensing Authority 2008: Guide to Safety at Sports grounds 5th Ed (The Green Guide) TSO.
General Safety Certificate prepared in accordance with The Safety of Sports Grounds Act 1975 and Fire
Safety and Safety of Places of Sports Act 1987 for The Den, Zampa Road, London SE16 dated 2006 and
Amendment dated September 2007,
Millwall Evacuation Procedure dated July 2005