
Wembley Stadium Staff Time and Attendance Case Study

“I need 1,500 staff with the right qualification in the right place by 12:30pm for Saturday’s game and 1,400 staff for Sunday’s game”.

This is the challenge that regularly faces the Health Safety & Compliance (HSC) team responsible for providing Crowd Safety, Fire and Medical staff running events for the 90,000 seat National Stadium.

When the new Wembley Stadium opened in 2007, a large number of manual processes was used in conjunction with very basic technology to try to manage and roster event day staff (both in-house and agency). The process was very time-consuming and labour intensive presenting tremendous difficulties, especially when back-to-back events were taking place. Furthermore, it was difficult to track and manage the numbers of staff entering and working at the Stadium as well as confirming the actual number of hours worked by each member of staff.

After its first year of operation, Wembley installed the Fortress Smart Stadium Solution, investing primarily in the company’s access control module. Two different type Tri-Readers were installed at every general admission and hospitality turnstile around the venue, enabling paper tickets and Mifare cards to be used to grant access to the Stadium. Additionally the Fortress Stadium TA application was made available to award Event Control a single view of public ingress.

Fortress were approached by Wembley with an opportunity to form a partnership to develop a Staff Time and Attendance module, building on the Fortress technology already installed and Wembley’s knowledge of event day staffing operations.

The stadium commissioned resources to define the requirements within the business and worked with Fortress to develop a system which could be flexible in different environments. As the full requirements were being defined and Wembley had a large number of events to operate, it was agreed to launch an interim solution whereby staff were issued with ticket

vouchers that would be scanned with a PDA at designated entry and exit points. This allowed Wembley to track the attendance and timings of staff as well as proving the Fortress technology.

Whilst the interim solution was in use, Wembley's requirements for the permanent staffing solution were provided to Fortress GB. These were:

- A secure portal being provided for agencies to maintain details of their staff registered to work at Wembley.
- Wembley administrators having an overall view of details maintained by agencies.
- A capability for events and templates to be set up with requirements for a number of staff located in different areas of the Stadium carrying out certain job functions, and the ability to assign these positions to the different agencies.
- Staff cards being compatible with the Fortress readers at turnstiles.
- A capability by agencies to roster their staff for events and easily display which events their staff had been booked for.
- Booking staff with the right qualifications for the relevant jobs in specific positions.
- A capability to assign staff, if necessary, on the event day and immediate card activation to allow entry.
- Staff entry and exit from the Stadium at designated turnstiles and recording these details accurately.
- Tracking staff into the position of work and recording time spent in this position.
- Ability to export reports easily from the system with different information.

Fortress GB acknowledged Wembley Stadium's requirements and it was agreed that a pilot would take place for the Race of Champions in December 2008 utilising one agency only. This allowed Wembley to test the end-to-end event day staffing operation; from booking staff on the system to staff entering and exiting the Stadium. The pilot highlighted a few issues with the usability of the system by agencies and some process issues with booking in staff on the day, but overall, was highly successful. It was agreed, following some changes, to proceed with the implementation of the system for the remaining agencies, with full "Go Live" planned for the Carling Cup Final on 1st of March 2009.

In preparation for “Go Live”, data was collated from the various agencies – this included staff details, qualifications and jobs. Bulk uploads of this data were undertaken by Fortress GB and 2,500 multi-application RFID staff cards were produced. Agencies were trained on the system enabling them to add and maintain their staff details, qualifications and jobs, as well as roster their staff for events.

During the Carling Cup Final the system performed extremely well in its first use by Crowd Safety, Fire and Medical personnel. All agencies used the system and in total 1647 staff entered the Stadium with their new cards. A couple of system issues were highlighted, but most agencies found the system easy to use and were now in possession of a database to help maintain their staff records.

So how does it work for each event?

Four weeks prior to an event, an allocation of staff required for the event is posted on the agency portal. Agencies are required to assign their staff for an event to meet the numbers requested by Wembley. Updates and changes can be made up to and including the event day. Should an agency fail to meet their requirement, this can easily be assigned to another agency.

All agencies have access to a secure portal where they can add and maintain details of their staff. Once a staff member’s details have been entered on the system, only Wembley administrators have the capability of making the employee live on the system. This will only take place after the staff member has successfully attended a Wembley induction – this is the minimum requirement for any staff member working at the Stadium. A card will be printed for the staff member and once this has been completed, the staff member can be booked for events, provided they have the right qualifications.

Employees | Assign Employees | Reports [Logout]

Find Employee

Employee ID:

Name:

Status: ▼

show employees with no card printed only

ID	Name
38	Mr Test Card A
39	Mr Test Card B
40	Mr Test Card C
41	Mr Test Card D
42	Mr Test Card E
358	Mr Test Card F
359	Mr Test Card G
360	Mr Test Card H
361	Mr Test Card I
362	Mr Test Card J
363	Mr Test Card K
4854	Mr Test Card L
5281	Mrs Test Card M
5427	Mr Test Card N
5429	Mr Test Card O
5430	Mr Test Card P
5431	Mr Test Card Q

Change page: < > | Displaying page 1 of 2, items 1 to 17 of 22.

[Logout]

Personal Details | Job | Qualifications | Notes | Discipline | Cards & Attendance | Bookings

Employee ID: 38

Title: **Sex:** * male female

First Name: *

Surname: *

Date of Birth: *

Home Phone:

Mobile Phone:

Contact Phone:

E-Mail:

Address:

Post Code: *

Next of Kin Name:

Next of Kin Phone:

* required fields

**Steward
Test Card**

Upload Photo:

Agency Portal – Employee Maintenance

Employees | Assign Employees | Reports [Logout]

Company: Test Steward Agency (DO NOT DELETE)

Select Event: ▼

Assigned Employees [Find Employee]

Position Subgroup	Assigned	Requested
<input checked="" type="checkbox"/> Test Steward Sub Group (DO NOT DELETE)	10	10

Job	Assigned	Requested
<input checked="" type="checkbox"/> Test Steward (DO NOT DELETE) - 12:00-18:00	10	10

Assigned: 10 / 10

ID	Last Name	First Name	#
38	Card A	Test	<input checked="" type="checkbox"/>
39	Card B	Test	<input checked="" type="checkbox"/>
40	Card C	Test	<input checked="" type="checkbox"/>
41	Card D	Test	<input checked="" type="checkbox"/>
42	Card E	Test	<input checked="" type="checkbox"/>
358	Card F	Test	<input checked="" type="checkbox"/>
359	Card G	Test	<input checked="" type="checkbox"/>
360	Card H	Test	<input checked="" type="checkbox"/>
361	Card I	Test	<input checked="" type="checkbox"/>
362	Card J	Test	<input checked="" type="checkbox"/>

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Agency Portal – Assigning Employees

On an event day, staff are still required to sign-in at their agency check-in desk, where they are issued with their access card and voucher indicating where they will muster in the Stadium. Agencies can also assign staff on the day and once the changes have been updated, a staff member's card becomes active in a matter of seconds. When entering the Stadium, the staff member uses his dedicated RFID multi-application smart card and his entry time is recorded on the Fortress Smart Stadium Management Server. The staff member's card is punched with the date and entry time preventing the card from being used again for entry. When exiting the Stadium, staff will follow a similar procedure by swiping out at the designated exit turnstiles and thereby completing their attendance record. The attendance report will list the entry and exit times and will confirm number of hours on site for that staff member.



Agency Staff Signing in at their Check-In Desk outside the Stadium



Staff Swiping in at Turnstiles for Entry into the Stadium



Staff Exiting the Stadium

From a safety and staffing perspective, the Safety Officer has access to a live view of the number of staff that have entered the Stadium during staff ingress. This allows the Safety Officer to determine whether the stadium is staffed to its safety capacity in its different areas and whether staff needs to be re-allocated, prior to turnstiles opening to the general public.

Attendance by Job Title					Total Entered:	24
Job Group	Entered	Checked-In	Required	Booked	Total Checked-In:	0
☐ Crowd Safety	23	0	1769	2169	Total Expected:	1894
☐ Fire	1	0	35	50		
☐ Medical	0	0	85	114		
☐ Test Steward Group (DO NOT DELETE)	0	0	5	10		
	24	0	1894	2343		

Event Control -Live View Screen

As part of the ongoing development, a PDA solution will be implemented, whereby staff will be checked in and out of their actual position of work in the Stadium. This will give Wembley a better view of who is in which position and what role the staff member will be carrying out. The PDA will also assist Wembley in carrying out random audits on staff during event days to ensure they are qualified for the job that they will be performing. This will be rolled out during the last quarter of the 2009 event season.

The Fortress time and attendance system has been in use for 25 events, by 16 agencies, managing some 30,000 staff, allowing Wembley to realise significant administration cost-savings. As accurate attendance records are now available, Wembley is also able to pay agencies by the hour for the actual number of staff provided, thereby reducing operating costs further.

“This project has shown how a true partnership between customer and supplier can yield great results. Using Wembley’s knowledge of event day operations, combined with the Fortress turnstile and access system, a new solution has been created which provides significant operational benefit to the business and enhances further the Fortress product set.”

Paul Jennings (Head of IT)

“From an operational perspective, having one database with all staff information, has allowed Wembley Stadium to monitor supplier performance in terms of resourcing levels for event days. The solution ensures that appropriately qualified staff are assigned to the right positions on event days enabling compliance with Wembley’s Safety Certificate requirements. Accurate time and attendance records has resulted in timesaving for event day staffing reconciliation, thereby reducing our operating costs further.”

Nick Woodhouse (Head of Health, Safety and Compliance)

End