

**AEGON TENNIS CHAMPIONSHIPS 2016 – DEBRIEF  
SAFETY ADVISORY GROUP MEETING**

**MINUTES**

**FRIDAY, 22 AUGUST 2016**

**1.30pm – Ante Room 1, Hammersmith Town Hall**

**PRESENT:**

Name / Organisation

**London Borough of Hammersmith and Fulham (LBHF)**

Stephanie Needham, Commercial Services Manager (Chair) (SN)  
Graham Souster, Environmental Health Officer (GS)  
Bathsheba Mall, Committee co-ordinator (Minutes) (BM)

**Lawn Tennis Association (LTA)**

Emma Foster, Events Operations Manager (EF)  
Stephen Farrow, Event Director (SF)  
Harriet Jones, Event Operations (HJ)

**Suppliers**

Doug Adams, Show & Event Security (DA)

**The Queen's Club**

Giles Helbert, General Manager (GH)

No.	ITEM	ACTION
1.	<b>Welcome, Introductions and Apologies</b>	
1.1	SN welcomed back the members of the group for this debrief meeting, Congratulating EF, SF and HJ on another successful and well managed event, SN was pleased to hear that the event went smoothly.  Apologies were received from: Matthew Anderson – (Mecco) Karen Ashdown - LBHF (Commercial Services) Inspector James Brockway - MPS Jenny Bostock - London Ambulance Service (LAS) Rachel Egger – LAS Roy Instrall - LBHF (Streetscene) Simon James - TESS Camilla McBrearty - LBHF (Community Safety) Sergeant Christopher Penman – MPS	
	Simon Paterson - LBHF (Community Safety)	

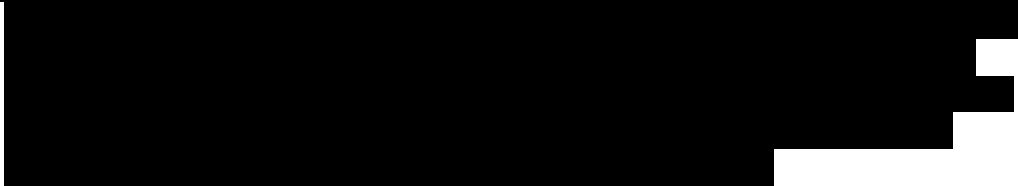
	<p>Rima Rahman - LBHF (Highways)  Ann Ramage - LBHF (Head of Environmental Health)  Matt Tidy – MPS  Jeremy Wood – (Mecco)  Lisa White -LBHF (Licensing)  Philippa Woodhouse - LBHF (Food Safety)</p>	
<p><b>2.</b></p> <p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p>	<p><b>Matters Arising from Previous Minutes (13 April 2016) and Actions Arising</b></p> <p>SN confirmed most of the Matters Arising from the minutes had been addressed.</p> <p>With reference to paragraph 8.1 Event Safety Operations, the MPS had received a copy of the operations manual. There had been an issue about sending this via email given the size and number of appendices but this had been resolved, with the appendices being supplied on request from the MPS.</p> <p>GS highlighted an error in paragraph 5.1, King Street should read King’s Road.</p> <p>EF referred to paragraph 9.11, and clarified that the same doctor had been appointed, and that this was not a “new” appointment.</p> <p>It was agreed that policing and security activities would be redacted from the minutes, given the sensitivity of the information. The minutes would then be recirculated to SAG members and a redacted version published on the council’s website.</p>	<p><b>LBHF</b></p>
<p><b>3.</b></p> <p>3.1</p> <p>3.2</p>	<p><b>Report from Lawn Tennis Association / The Queen’s Club</b></p> <p><b>Feedback</b>  SF reported that this had been a fantastic event, made even better by Andy Murray’s popular win at the tournament. SF reported a number of specific elements, highlighting a range of what worked well and additional learning points.</p> <p>The event experienced poor weather which caused some localised flooding on two days. Despite this, overall feedback was very positive especially as the rain resulted in delays occurring over Monday and Tuesday with very little play taking place. To illustrate, only one match had been completed by Tuesday, 5pm. SF advised the match scheduling is usually flexible enough to ensure that, even with the number of games listed, it would have had to have been extremely severe weather to prevent the final from taking place as planned on Sunday.</p>	

	<p>Players were generally happy, despite the delayed play and, interestingly, the same winning singles and doubles players went on to win at Wimbledon. GS noted the challenges caused by the wet weather and EF confirmed that contingency planning had worked effectively, benefiting from good communication and decision making from the staff teams. There were high TV broadcast figures reported. Hospitality feedback was very good given that it was a testing year (due to wet weather) and SF thanked LBHF for the support provided.</p>	
3.3	<p>The grandstand had to be evacuated on the Thursday owing to lightening. GH observed that the evacuation of The Queen's Club terrace seating was delayed owing to configuration of the speakers and the message not being heard so well. Corporate guests were permitted to remain in the temporary marquees. However, the marquees, gutters and drains could not cope with the sheer volume of water that fell during a short period of time so play was abandoned for the day and spectators were asked to leave the grounds.</p>	
3.4	<p>The general atmosphere remained calm but EF noted some learning points from the severe wet weather incident. SF added that no negative feedback had been received and the teams had coped well with the pressure caused by extreme weather conditions.</p>	
3.5	<p>Improvements to the front entrance made it significantly more open and welcoming.</p>	
3.6	<p><b>Build / Break</b>  HJ reported that the event was held over 13<sup>th</sup>-19<sup>th</sup> June 2016 and build commenced on 28<sup>th</sup> April, with work on key areas undertaken between 3<sup>rd</sup> May and 10<sup>th</sup> June. The extra working hours permitted by the authority was helpful. A new Contractor Safety Card was issued and generally there was good feedback on working practices from TESS. HJ reported that some finishing works had continued during the preceding qualifying weekend as usual.</p>	
3.7	<p>Good communication links with contractors ensured a smooth operation and feedback was good.</p>	
3.8	<p>The breakdown went smoothly with the site handed back on time as the team had discussed arrangements in advance with contractors.</p>	
3.9	<p><b>Event Appraisal</b>  The total attendance figure was 54,131 for 2016 with numbers down slightly on the previous year owing to fewer Ground Admission tickets being available to purchase.</p>	
3.10	<p>A number of changes made to the event layout were highly successful, inclusive of changes to the entrance area with the removal of event cars.</p>	

	<p>There were improvements to public catering facilities, extra gangway in the East Stand, sequential numbering to the grandstand entrances, changes to the seating overlooking Courts 2 &amp; 9, removal of catering staff and stewards from the compound area.</p>	
3.11	<p>Overall, changes to the way in which the site was configured were positive and welcomed by all and the parasols also helped keep off the rain. Enhanced security checks meant that at times there were slightly longer queues but well managed by SES and no complaints received from spectators</p>	
3.12	<p>Referring to the East stand, HJ explained that an extra gangway had been introduced and this resulted in a lot less queuing in the East stand tunnel. No. 2 and No. 9 court seating was more open and spacious. The number of spectators on Court No.2 required monitoring to ensure that bottlenecks at the entrance to the East tunnel could be avoided. Generally positive comments had been noted at the front entrance.</p>	
3.13	<p>It had been observed by the LA that catering staff at the Gledstanes Road gate had left chairs, food, plates and general detritus outside the staffing areas and this would be addressed in 2017. HJ responded that a new site for catering accommodation would need to be identified for 2017, in light of the entrance for corporate guests being from Gledstanes Road. The re-siting of the bridge link between hospitality marquees and the East stand had opened up the area at ground level and received positive feedback from TESS.</p>	
3.14	<p><b>Command and Control Arrangements</b> Regular 8am contractor meetings to discuss operational issues had been held, which helped with arrangements that had been scaled up in response to recent events. Response channels from some of the emergency procedures had been tweaked and messages communicated on a need to know basis. Contractor communications had been restricted to a dedicated channel. DA confirmed that contingency plans and procedures had been established to ensure safe evacuation and containment.</p>	
3.15	<p><b>Safety and Security</b> [REDACTED]. The twice daily Emergency Management Team meetings had worked well and the streamlined radio traffic had improved communications.</p>	
3.16	<p><b>Accidents, Injuries and Near Misses</b> Minor injuries had been dealt with by first aiders and or contractors, as they arose. One incident during the build was caused by a pre-existing condition and resulted in a hospital admittance being required for the contractor. EF reported one near miss where a laden forklift truck lost its load. The operator had tried to manoeuvre by a narrow turning point</p>	

	<p>adjacent to the end of the marquee. The high level load of timber decking panels on the forks had tilted as the driver turned the corner and, not having achieved safe clearance, resulted in the load falling onto the adjacent grass court. Fortunately, there was no injury but the safe delineation of a strict exclusion zone around a working area was subsequently applied to ensure greater safety.</p>	
3.17	<p>St John's Ambulance, as always, provided an excellent service with very positive feedback and no complaints. The following treatment figures were noted:</p> <ul style="list-style-type: none"> <li>• Total number of individuals treated (higher than 2015) – 104</li> <li>• Members of the public treated – 38</li> <li>• Staff treated (20 in one day) – 66</li> <li>• Number taken to hospital – 3</li> </ul>	
3.18	<p>EF confirmed that there were no other incidents that required reporting under RIDDOR or that caused concern.</p>	
3.19	<p><b>Road Closures / Traffic Management</b>  EF reported that the road closures worked well, with one complaint from a resident, but overall the additional signage was very helpful. Egress was well managed and there were no queue management problems by Baron's Court station.</p>	
3.20	<p>EF raised a minor concern regarding some parking suspension signs which had been incorrectly worded. EF explained that the aim was to help residents and ensure that there was minimal disruption or restrictions preventing them from parking, from Palliser Road to the junction at Comeragh Road. Road closure at this point was necessary to allow for the entrance to be built. On the whole, EF reported that traffic management had been good with good support from the Highways Services team.</p>	
3.21	<p>GS responded that signage was a recurring issue each year. EF concurred but speculated that had they checked the signage themselves, the issue might have been identified sufficiently early on to allow for corrections to be made. EF would raise this with LBHF Highways.</p>	<b>LTA</b>
3.22	<p><b>Ejections / complaints</b>  EF reported that there had been 4 ejections, 2 of which were suspected courtsider (betting). DA qualified that there were no actual forced ejections as such, as individuals were invited to leave the grounds, which they did.</p>	
3.23	<p>In terms of complaints, one resident informally complained about the level of noise arising from the generators. These had not been changed or relocated, so EF was unsure of the cause of the 2016 issue. They</p>	

	<p>were routinely switched off at the end of the day. A resident queried the number of deliveries at the Perham Road entrance, the volume of which varied over the last few days of the build.</p> <p>3.24 SN enquired about the take up of tickets by residents and subsequent complaints. EF explained that difficulties arose from the leafleting of flats or buildings where there was no clear identification of the number of residents. They would investigate alternative ways in which to manage this for 2017. It was noted that 501 (41% of residents who registered in advance) had attended the event in 2016, compared to 1,114 in 2015 (reduction likely cause by wet weather).</p> <p>3.25 Given the adverse weather conditions at the start of the week, there were no complaints from spectators. EF reported that on Tuesday, there had been blockages in the North tunnel area where people were slow to move on and on the Thursday with the experience of a similar level of rainfall. At no point was there any safety concern about the number of people in the tunnel, which was tight. The knock on effect had slowed entry to the East tunnel. Public Announcements had been effectively used to encourage people to move along and stewarding management plans were revised.</p> <p>3.26 HJ added that spectators on Monday had received ticket refunds pre-empting any possible complaints, a fair outcome given that there had been less than two non-consecutive hours of tennis played. Of all the tickets sold, only 30 failed to refund through the automatic refund process. It was explained that the public were informed about the refunds by announcements, by email, in advance of the event and under terms and conditions printed on the reverse of tickets.</p> <p>3.27 EF provided details about a ticket touting complaint where lanyards and hospitality passes had been on sale. EF felt that this was a customer service issue that they aimed to find a resolution for. SN concurred, pointing out that there was clear signage in and around the station discouraging the purchasing of tickets from touts. GS added that regular touts had been observed, who return on an annual basis [REDACTED]</p> <p>3.28 GH highlighted a resident complaint regarding the location of The Queen's Club waste bin compound, at the Field Road exit. This area would be reconsidered for 2017, with the option of moving the screens to the other side of the road. It was noted that this might entail a change to the Hoarding Licence, in addition to incurring further costs.</p>	<p>QC</p>
<p>4.</p> <p>4.1</p>	<p><b>Report from the Local Authority</b></p> <p><b>Commercial Services</b></p> <p>[REDACTED]</p>	

		<p>LTA/ QC</p>
<p>4.2</p>	<p>SF made reference to the earlier discussion regarding the configuration of speakers. EF explained that this had resulted from changes to the seating arrangement but acknowledge that this required further improvement in the Centre Court, particularly given the poor sound quality. It would work well for emergencies but not regular announcements. This too would be addressed for 2017.</p>	<p>LTA</p>
<p>4.3</p>	<p>GS commented that LA inspection undertaken with TESS worked well with a joint site inspection and snagging checks. Details such as average maximum queue times (16 minute max recorded) to gain entry to the event. Queues were well-managed with overall good pre-entry security checks. There were suggested areas to work on such as egress at Margravine Gardens junction, and obstructions caused by bikes and rubbish from traders. The utilisation of crowd control barriers in this area was discussed but was not felt to be necessary. GS noted that desk top emergency exercises and scenarios were helpful.</p>	
<p>4.4</p>	<p><b>Licensing</b> It was noted that Licensing had not carried out any site visit this year as the team had been satisfied with the controls in place from inspection undertaken in previous years.</p>	
<p>4.5</p>	<p><b>Noise and Nuisance</b> SN reported that no complaints had been received other than one regarding a speeding fork lift truck. EF confirmed that the individual who had caused this particular incident in 2015 had not had his contract renewed.</p>	
<p>4.6</p>	<p>GS made reference to deployable external CCTV cameras, particularly one located at Margravine Gardens which he felt was very useful. EF confirmed that these would definitely be of interest for 2017 by the LTA.</p>	
<p>4.7</p>	<p><b>Highways</b> There was no feedback to report or resident complaints. GS reported that there was a pothole issue on Comeragh Road on the Monday of the event which was immediately reported and subsequently repaired by the Highways on the same day. An uneven flagstone on which a pedestrian may have tripped over and required medical assistance from the event was also investigated.</p>	
<p>5.</p>	<p><b>Report from Metropolitan Police Service /</b></p>	

5.1	<p><b>British Transport Police</b></p> <p>SN reported that there were no concerns to report. [REDACTED]</p>	
6.1	<p><b>6. Report from London Fire Brigade</b></p> <p>SN explained that Michele McHugh had given apologies for this meeting but indicated that she would have greater involvement during next year's event and the SAG process.</p>	
7.1	<p><b>7. Report from London Ambulance Service</b></p> <p>Apologies had been received from the LAS who were unable to attend. St John's Ambulance had done an excellent job on site and it was an advantage that it had been the same staff as in previous years. There were no issues reported and the LAS were pleased with the medical arrangements in place.</p>	
8.1	<p><b>8. Report from Transport for London</b></p> <p>GS reported that there was no feedback or issues to report.</p>	
9.1, 9.2, 9.3	<p><b>9. Aegon Championship 2017</b></p> <p><b>9.1 Event Dates</b> The dates for the event next year are 19<sup>th</sup>-25<sup>th</sup> June, slightly later than usual with the build commencing on 9<sup>th</sup> May, and breakdown commencing on 26<sup>th</sup> June to finish by 14<sup>th</sup> July.</p> <p><b>9.2 Event Format and Update on Expansion Plans</b> There are plans to increase capacity and a 10 year extended agreement to host the event had been agreed with The Queen's Club. A further 2000 seats will be added to Centre Court with the extension of the North Stand.</p> <p><b>9.3</b> SF briefly outlined plans to model crowd flows and sight lines which had been approved. Although it was anticipated that the footprint of the site would remain largely unchanged, there would be some new structures that might impact on other elements of the site build. EF explained that they had looked at the stage 1 and 2 crowd modelling reports,</p>	



	<p>examining the footage, looking at the circulation scenarios. EF recognised that there was more work to do on this. The data was expected by the end of August and will hopefully help the team identify bottlenecks and pinpoint priority areas for adjustment.</p>	
9.4	<p>Tickets will go on sale a month earlier than usual, from mid to late January 2017. SF and EF recognised that there was an opportunity to take the event to the next level but the priority will be to maintain the atmosphere, customer experience and not to become congested. 2017 will be the final year of the current sponsorship term with Aegon and the aim is to get the site right.</p>	
9.5	<p>With reference to the increased capacity over 10,000, the DCMS had concluded that it would not be necessary to designate as a sports ground under the Safety at Sports Grounds Act 1975. SF confirmed that, whilst the increase in capacity would make such an event even more commercially viable, there were currently no plans to hold a concert as part of the 2017 event.</p>	
9.6	<p><b>Suppliers</b> SN enquired about possible supplier changes, EF confirmed that there were no planned changes to ensure continuity and consistency. The aim was to work with people and key contractors that were familiar with the event and it's ethos.</p>	
9.7	<p><b>Residents Forum</b> A well-attended residents forum had been held in March during which the 2017 expansion plans were raised. Issues and comments raised by residents were positive and where necessary will be followed up. It was noted that the Aegon Championships team had been very open with LBHF, contractors and key stakeholders.</p>	
9.8	<p>With reference to local parking and the impact of residents, SF explained that they had tried to identify local parking areas for player vehicles. Although potential sites had been identified, none appeared viable and they would continue to search. A suggested site on Vereker Road (a residential playground) managed by Pinnacle Housing was thought to be ideal. GS agreed to look into this further and liaise with EF, to try and identify the relevant person with commercial responsibility for facilitating this kind of proposal within the organisation.</p>	
<b>10.</b>	<b>Any Other Business</b>	
10.1	There was no other business.	
<b>11.</b>	<b>Date of Next Meeting</b> To be confirmed following the meeting.	<b>GS</b>

Meeting closed at 3pm.