

**AEGON TENNIS CHAMPIONSHIPS 2017  
SAFETY ADVISORY GROUP DE-BRIEF MEETING**

**FRIDAY, 15 SEPTEMBER 2017**

**MINUTES**

**10:30am – COUNCIL CHAMBER**

**PRESENT:**

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

Stephanie Needham, Commercial Services Manager (SN)  
– Via telephone link (Chair)  
Graham Souster, Environmental Health Officer (GS)  
Charles Francis, Committee Co-ordinator (Minutes) (CF)

**London Underground**

Lakhwinder Hansapal (LH)

**Lawn Tennis Association (LTA)**

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

**The Queen's Club**

Giles Helbert, General Manager (GH)

**Suppliers**

Duncan Kenny (SES)

No.	ITEM	ACTION
1.	<p><b>Welcome and Introductions</b></p> <p>SN welcomed back the members of the group and invited those present to introduce themselves and the organisations they represented.</p>	
1.	<p><b>Apologies were received from:</b></p> <p>Geoff Galilee - Sports Ground Safety Authority  Ann Ramage – LBHF  Philip Richardson – LBHF (Noise and Nuisance)  Rachel Egger – NHS  Simon James - TESS  Doug Adams - SES  Lisa White - LBHF (Licensing)  Acting Chief Inspector James Brockway - MPS  Sergeant Christopher Penman – MPS  Grant Lumsden - MPS  Matt Tidy - MPS  Jenny Bostock - London Ambulance Service (LAS)  Michele McHugh – (LFB)  Camilla McBrearty - LBHF (Community Safety)  Rima Rahman - LBHF (Highways)  Gary Neil -Queen’s Club  Matthew Anderson – Food Safety Consultant for Absolute Taste</p>	
1.	<p><b>Purpose of the SAG</b></p> <p><b>1.1</b> SN explained that the purpose of the SAG was to ensure that the local authority, emergency services and other agencies were satisfied with the LTA’s safety management arrangements and contingency plans for this year’s Aegon Championships event held at The Queen’s Club from 19th - 25th June.</p> <p><b>1.2</b> The SAG aimed to facilitate information and knowledge sharing between parties to enable the continued improvement in the safety management, security and contingency arrangements for this event.</p> <p><b>1.3</b> SN confirmed that it was the authority’s intention to publish the minutes of the meeting on the Council’s website. There would be an opportunity to review the minutes in advance of publishing and where it was felt there were commercial / security sensitive information, this would be redacted.</p>	
2.	<p><b>Arising from Previous Minutes (4 April 2017) and Actions Arising</b></p> <p><b>2.1</b> GS confirmed that all the Matters Arising from the minutes had been addressed. During the course of discussions, the following points were highlighted:</p>	

	<ul style="list-style-type: none"> <li>• 6.15 – Pre-Inspection: GS confirmed that Chris Line (LFB) had carried out an inspection.</li> <li>• 8.5 - Police Presence: GS confirmed this had gone well and MPS had been present during entry and egress to the event.</li> <li>• 10.4. – GS confirmed that contact details for Parking Services had been provided.</li> </ul>	
<p><b>3.</b></p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p>	<p><b>Report for Lawn Tennis Association (LTA) / The Queen’s Club</b></p> <p><b>Event overview and site layout</b> SF provided an overview of the event. Overall, the LTA were pleased at how the event had gone. It had been a challenging year for the event, given its expansion and increase in scale. The overall feedback the LTA had received from attendees was the event had been upgraded but that it had also retained its special atmosphere.</p> <p>SF confirmed that the particularly hot weather had posed some challenges for staff members. It was also acknowledged that catering layouts could be improved moving forwards. Ingress worked particularly well, there were no rain delays and the LTA were pleased with how the Build and Break had gone.</p> <p><b>Event planning: Build and Break</b> HJ provided an overview of the build. It was noted that this was challenging owing to the expansion of the event, particularly the inclusion of the new North Pavilion. HJ highlighted that during the course of the event, some access and egress issues arose and it was noted that walkways for the safety of members/visitors to the Club would need to be re-examined for 2018. Vehicle management was also challenging around the Palliser Road entrance and the compound area.</p> <p>The key dates for the 2017 tournament were:</p> <ul style="list-style-type: none"> <li>• Build – 4<sup>th</sup> May to 16<sup>th</sup> June</li> <li>• Qualifying weekend – 17<sup>th</sup> to 18<sup>th</sup> June</li> <li>• Tournament – 19<sup>th</sup> to 25<sup>th</sup> June</li> <li>• Break – 26<sup>th</sup> June to 14<sup>th</sup> July</li> </ul> <p><b>Build</b> HJ confirmed the permanent works contractors finished shortly before the build was due to begin. The build started on Thursday 4 May with the back compound build. The main build began on Monday 8 May. LTA confirmed that overall the build management was good and the LTA maintained a good working relationship with the Queens Club via Giles Helbert.</p> <p>During the build, the LTA operations team was on site to oversee schedules and trouble-shoot unforeseen issues arising from the new layout. It was noted the LTA introduced a new CAD Coordinator role to</p>	

	<p>produce master site drawings and provide general support to the Site Managers. HJ explained that the new online build schedule worked well and the additional information provided meant the Build could be kept on track more easily.</p>	
3.7	<p>In terms of pedestrian flows, it was noted there was good management of members and non-contractor pedestrians by SES. However, there was scope to improve safe walking routes for members in 2018. The one hour extension to working hours was of particular assistance as the LTA got closer to the tournament. In one case, some articulated lorries needed to be brought in via Palliser Road during the afternoon as the LTA ran out of space within the grounds.</p>	
3.8	<p><b>Break</b>  The break started on Monday 26 June and finished on Friday 14 July 2017. The front of site was challenging on the first day and TESS and the Site Managers were required to keep a close watch on vehicle movement and contractor working due to the tight space.</p> <p>HJ explained the LTA had commissioned an independent review of the Build and Break, and an initial report had been received.</p>	
3.9	<p><b>Event appraisal / Expansion Learnings</b>  HJ provided statistics on the event as follows:</p> <ul style="list-style-type: none"> <li>• Total attendance for the week: 71,556</li> <li>• Total including qualifying: 73,106</li> <li>• The daily site spectator capacity went up by 1,300 from 9,200 to 10,500.</li> <li>• Centre Court capacity increased by approx. 2,500 from 7,010 to 9,542.</li> </ul>	
3.10	<p>In relation to ingress and egress, it was noted that the Perham Entrance worked well and took approximately 2,000 people each day plus residents' entry in the afternoon. The counting cameras installed above both entrances were effective and provided the LTA with reliable arrival profile data.</p>	
3.11	<p>Effective signage, facilities and active encouragement of the perimeter road meant spectators utilised this area more than the previous year and it enhanced the overall site circulation. In relation to movement throughout the site, crowd flows worked well and the introduction of the East Stand Tunnel closure at the north end was successful. It was noted that the average time the tunnel was closed was approximately 7 minutes.</p>	
3.12	<p>HJ explained that the distance between the North Pavilion and North Stand was congested at the end of each match, but never came to a</p>	

	<p>stop. In terms of future improvements, it was suggested that the internal catering layouts could be improved.</p>	
3.13	<p><b>Command and control arrangements</b>  EF provided details of the command and control arrangements. It was noted that the operations manual had undergone several revisions and version 13 was circulated to the Responsible Authorities one week before the tournament started which contained all the LTA's final plans and documents.</p>	
3.14	<p>EF reported that the link between EMT and the Referee/Supervisor, had been improved and a catering contact was added to the Bronze level coordinators. Improvements to the layout of the Event Control room were made and radio traffic on Channel 1 was streamlined. In relation to security and monitoring, EF explained the LTA had used CCTV resources both externally and internally within the event.</p>	
3.15	<p><b>Security / CT –</b>  The LTA had conducted debriefs with SES and the event was successful from a security perspective. EF reported there were no serious incidents during the event and on several occasions new Behavioural Detection Officers spotted suspicious behaviour (leading to one ejection).</p>	
3.16	<p>EF explained that throughout the event (24 hours), everyone (all staff, players and spectators) were searched at every entrance point. Explosives trained dogs were used and were a welcome presence by all tournament staff and spectators. It was confirmed the use of dogs would continue for 2018.</p>	
3.17	<p><b>Stewarding</b>  EF provided an overview of the stewarding at the event. It was noted that this year the event stewarding team was increased in size by 30% to cope with the expanded capacity and new layout. Overall the stewarding team did an excellent job, particularly given the challenges they faced with uncertainty over how the new Perham Entrance, triple height North Stand staircases and active crowd flow management plans would work.</p>	
3.18	<p><b>Closures / Traffic management / Crowd control</b>  EF provided feedback on the traffic management arrangements. EF explained the Parking Team had been slow and unresponsive to the LTA and their enquiries. Incorrect costing information had been provided and no invoice was produced which meant the LTA were faced with a same day payment demand. In addition, there were no parking suspensions on Greyhound Road for the first three days of the break, even though the order had been placed several months previously. This caused extreme difficulties for articulated lorries as well as unnecessary disruption to local residents. EF explained that a meeting had been organised for October 2017 so that arrangements for 2018 could be agreed sooner.</p>	

3.19	<p>EF confirmed that every other aspect of Highways (apart from parking suspensions) had gone well. It was noted the road closures at the Palliser Road and Perham Road Entrances worked extremely well and the use of additional external LBHF CCTV cameras in these areas was invaluable. No issues were reported at either tube station. GS observed that West Kensington was still extremely quiet.</p>	
3.20	<p>Crowd control was successful and it was apparent early on that to improve pedestrian flow through the East Stand Tunnel, additional staff were required to put in a managed “hold” and make the tunnel exit only at peak times, therefore encouraging spectators to use the perimeter path instead. GS observed that messaging was available on the main video screen but there was scope to improve information provision in future and suggested that high level LED signage could be provided by the entrance to the East Tunnel to assist walkway flows.</p>	
3.21	<p><b>Accidents, injuries and near misses</b></p>	
3.22	<p><b>Build</b> HJ reported there was one near miss during the build in which an unsecured board was blown off the North stand onto one of the playing courts. All others were smaller incidents such as general cuts and bruises.</p>	
3.23	<p><b>Break</b> One contractor needed to go to hospital during the break but all others were smaller incidents such as general cuts and bruises.</p>	
3.24	<p><b>Tournament</b> The LTA had good service from SJA during the tournament: 207 people were total treated. This was double the 2016 numbers due to very high temperatures: 141 public (68% of the total) and 66 staff (32%). 4 to hospital, all heat related. In total approximately half of those treated were heat related. No RIDDOR reportable incidents and no injuries which were of concern to the Safety Officer.</p>	
3.25	<p><b>Complaints / Praise</b></p>	
3.26	<p>Stakeholders were pleased about the expanded Centre Court bowl, new marquee facilities and overall look of the tournament. A few informal complaints (no formal complaints) were received from local residents.</p>	
3.27	<p>One concerned the Sunday night de-rig and bin emptying however other than that it was the standard comments and questions to the Site Managers around articulated lorry movements and parking suspensions.</p>	

<p>3.28</p> <p>3.29</p> <p>3.30</p>	<p>No complaints received by LBHF.</p> <p><b>Ejections</b> There were no security related ejections but some ejections for illegal betting took place at the event.</p> <p><b>Queen's Club review</b> GH explained QC had received a debrief from the LTA. He confirmed there would be no major changes to personnel. GH referred to the changes which had occurred at the Field Road service entrance, including the hoarded off area for waste management and the security measures.</p>	
<p>4.</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p>	<p><b>Local Authority</b></p> <p><b>Commercial Services</b></p> <p>GS provided safety and food safety feedback. He explained that Philippa Woodhouse conducted food inspections and the findings had been excellent. High quality food had been provided and the refrigeration facilities at the event had been very good. In this respect, the expansion of the event had not caused any catering issues to arise. The inspection found the layout and overall management was excellent and the event modelling was effective.</p> <p>GS observed that improved air circulation or even air conditioning would be beneficial in future for the welfare of catering staff during periods of very hot weather.</p> <p>GS explained that during the course of his inspection, he used the CCTV facilities to monitor and assess the ingress and egress arrangements to the event and found these had worked well. GS highlighted that the Queens Club Field Road service entrance had been much improved and from a security perspective, robust protection arrangements were in place.</p> <p>GS noted the East Tunnel was the source of some pressure on the Monday and suggested to TESS at the time that in future, more stewards were deployed in this area. Overall, the PA and signage at the event were very good. Going forwards, GS suggested that an additional LED sign could be used in the East tunnel so the 'no entry' sign could be seen more easily by attendees.</p> <p><b>Licensing</b> In the absence of Lisa White, GS provided details of the feedback which had been received from Licensing. It was noted that Licensing carried out an inspection at this year's event. This found that staff were aware of licence and the specific conditions attached to it. No issues were</p>	

	<p>identified and it was understood a Licence variation would be submitted shortly to take account of the new sponsor for 2018.</p>	
<b>4.6</b>	<p><b>Noise &amp; Nuisance</b>  In the absence of Philip Richardson, GS highlighted the following feedback: <i>I don't really have anything to report I've checked our records and we didn't receive any complaints regarding the Build and Break or indeed the championships themselves. I understand that the 1 hour contingency between 18:00 and 19:00 was needed during the break but activities were minimised to only essential non-noisy works.</i></p>	
<b>4.7</b>	<p>GS commented that the ECHO barriers used on the Compound area generators had been effective in reducing noise levels.</p>	
<b>4.8</b>	<p><b>Highways</b>  GS provided details of the comments received from Highways:</p>	
<b>4.9</b>	<p><b>Traffic Management</b>  The road closures at both entrances worked well, it helped to alleviate crowd congestion and on the whole did not cause to much disruption to traffic flow although a few parking bay suspensions on St Andrews Road has been suggested for next year's event to improve traffic flow in this area.</p>	
<b>4.10</b>	<p>There were no issues this year with the traffic management signs. The diversions routes were clearly signed and advanced warning signs were displayed in the correct locations. All signs were promptly collected.</p>	
<b>4.11</b>	<p>There were no conflicting utility works.</p>	
<b>4.12</b>	<p><b>Parking Suspensions</b>  There were a few issues with the processing of the parking bay suspensions and displaying them correctly. These issues were resolved but to ensure this is improved for next year's event Highways will be facilitating a meeting between Parking services and the LTA to put in place a more robust process.</p>	
<b>4.13</b>	<p><b>Complaints/Queries</b>  EF explained the LTA received one query from a resident on Perham Road who wanted details of the Perham Road closure and visitor permits. A copy of the residents' letter was sent to him.</p>	
<b>4.14</b>	<p><b>Other Services</b>  GS highlighted that Sgt Chris Penman had changed jobs. Chris was formally thanked by the Council and the LTA for his support and assistance given to the event. James Brockway and Grant Lumsden were thanked for their help and work on the changing threat levels and it was noted that George Trebass had attended an ATP security meeting during the tournament to provide further advice.</p>	



<b>5.</b>	<b>Report from Metropolitan Police / British Transport Police</b>	
5.1	GS provided feedback from James Brockway and confirmed the MPS did provide a Police presence during the week during site access and egress. GS confirmed that a SECCO conducted a visit and provided advice.	
5.2	No feedback was provided from BTP at the meeting.	
<b>6.</b>	<b>Report from London Fire Brigade</b>	
6.1	GS confirmed that apologies for absence had been provided by Michelle McHugh. The Chair confirmed that no issues had been raised.	
<b>7.</b>	<b>Report from London Ambulance Service</b>	
7.1	GS confirmed contact had been received from Rachel Egger, NHS and that there had been no issues reported from hospitals. It was noted that given the extremely warm weather, there had been a number of heat related issues and the water points at the event were well used.	
7.2	It was noted that LTA had set a medical review meeting for early October with SJA and TESS to discuss the LTA's future medical provision and requirements.	
<b>8.</b>	<b>Report from Other SAG Members</b>	
<b>8.1</b>	LH, (LUL) confirmed that a good service was provided by the District and Piccadilly London Underground Lines during the event and additional staff were drafted in. LU staff were briefed about spectator numbers so the necessary provision could be made. LH explained that radio communications between the stations and the event had worked well. It was noted that the majority of spectators used Barons Court station and far fewer spectators used West Kensington. GS confirmed no additional feedback was received from TfL.	
<b>8.2</b>	GS confirmed that Geoff Galilee, Sports Ground Safety Authority did not conduct a site visit in 2017.	

<p>9.</p> <p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p>	<p><b>Aegon Championship 2018</b></p> <p><b>Event Dates</b> EF provided an update. It was noted that the Build would take place between 8<sup>th</sup> May and 15<sup>th</sup> June 2018, with the Break planned between 25<sup>th</sup> June and 13<sup>th</sup> July 2018. The Residents' Forum would take place on Wednesday 14<sup>th</sup> March 2018.</p> <p><b>Event Format</b> SF explained the largest change in 2018 would be the introduction of a new sponsor. At this stage, the event was being referred to as The Queen's Club Championships. The new sponsor meant there was a likelihood that the colour, look and feel of the event could change. SF reported that the gate opening time would be moved back from 10am to 10:30am which would relieve pressure at the start of each day. SF confirmed the LTA Operations Team for 2018 would remain unchanged.</p> <p><b>Future Challenges / CT</b> Challenges include the provision of food and beverages to the North Stand. The aspiration was to slightly increase the spectator capacity on Court 1 to enhance the atmosphere of the second match court.</p> <p><b>Suppliers</b> SF explained that the LTA were currently conducting a small procurement exercise to evaluate where changes might be made in future. SF reported that the LTA were also undergoing an independent review of the 2017 Build and Break and were currently awaiting the recommendations to see what improvements could be made to the event. SF explained that 2017 had been a year which had seen significant change to the site and 2018 would be used to consolidate and refine these changes.</p>	
<p>10.</p> <p>10.1</p> <p>10.2</p> <p>10.4</p>	<p><b>Any Other Business</b></p> <p>GS thanked the LTA and the Emergency Services for their support to provide a safe and secure event.</p> <p>EF explained that during the event the Field Road emergency exit adjacent to Centenary House was used for a bin lorry collection. GS offered to draft an email to Ellen Whitchurch (Planning) to ask about the conditions and the change of use required so the exit could be used for refuse collections in future.</p> <p>Going forward, LH, London Transport asked the LTA to provide LU with salient information, such as crowd figures to assist LU future planning.</p>	
<p>11.</p> <p>11.1</p>	<p><b>Date of Next Meeting</b></p> <p>Ideally in the week commencing 16 April 2018. GS to confirm the date.</p>	

Meeting closed at 11:25 am.