

**AEGON CHAMPIONSHIPS / THE DAVIS CUP 2015
SAFETY ADVISORY GROUP
DEBRIEF MEETING**

MINUTES

Monday 30 November 2015

3:00pm - Committee Room 3, Hammersmith Town Hall

PRESENT:	Initials
London Borough of Hammersmith and Fulham (LBHF) Stephanie Needham, Commercial Services Manager Graham Souster, Environmental Health Officer Katia Richardson, Committee Coordinator	SN – Chair GS KA
Lawn Tennis Association (LTA) Stephen Farrow, Tournament Director - Aegon Championships Emma Foster, Event Operations Team	SF EF
The Queen's Club Giles Helbert, General Manager	GH

Item No.	ITEM	ACTION
1.	Welcome, Introductions and Apologies	
1.1	SN welcomed back the members of the group for this streamlined debrief meeting following another successful and busy summer for British Tennis, and was pleased to hear that both events went smoothly. Following the cancellation of the 30 th November SAG meeting, for efficiency purposes and owing to recent events the emergency services and other key responsible authorities were invited to submit their written feedback to the SAG for the purpose of this meeting.	
1.2	The Aegon Championships were held at The Queen's Club between the 15 th and 21 st June 2015 starting a fantastic summer of sport, culminating with Andy Murray winning the title for the fourth time. This was followed by Great Britain beating France in the Quarter Final tie of the Davis Cup held at The Queen's Club between 17 th – 19 th July. Yesterday, following a 79 year gap, Great Britain beat Belgium at the Davis Cup Final in Ghent, and became the 2015 Davis Cup Champions.	
1.3	Apologies were received from: Andrew Stewart – CEO, The Queen's Club Philippa Woodhouse – LBHF, Environmental Health Officer Maureen O'Grady – LBHF, Environmental Health Officer Simon Paterson – LBHF, Community Safety Officer	
Part 1. Aegon Championships 2015 SAG		
2.	Matters from Previous Minutes (17th April 2015) and Actions Arising	
2.1	Page 4, 7.2 – Operations Manual was shared by LTA and SAG Members were given the opportunity to comment.	Actioned
	Page 5, 7.7 – Sergeant Christopher Penman, from the Metropolitan Police Service (MPS), did attend and provided a security briefing to stewards.	Actioned
	Page 5, 7.11 – The MPS provided feedback on the pocket manual.	Actioned
	Page 6, 7.16 – Action for the MPS to advise about accreditation of traffic marshals used at this year's event.	TBC
	Page 6, 7.20 – Doug Adams, from Show & Event Security (SES), established a communication link with LUL / BTP regarding security.	Actioned.
	Page 7, 8.2 – LTA confirmed that threat assessment information	Actioned

	<p>was shared by MPS.</p> <p>Page 7, 9.2 – EF had sent SJA medical plan via the Operations Manual.</p> <p>Page 8, 11.2 – An officer from London Underground had attended the meeting.</p> <p>Page 8, 12.1 – LTA confirmed that information on flyover closure was received from Highways.</p> <p>Page 8, 14.1 – The Operations Manual was shared with the London Fire Brigade.</p> <p>Page 8, 15.1 – LBHF had liaised with Mecco.</p> <p>Page 9, 18.2 - Streetscene Enforcement did stage an operation during Aegon Championships with police support. Item was on the current agenda.</p> <p>Page 10, 21.1 – Premises Licence was approved by delegated authority.</p> <p>Page 10, 22.2 – Additional measure of parking bay suspensions for taxis was implemented. Item was on the current agenda.</p> <p>Page 11, 25.1 – LFB had not visited the site but were pressed for comments and feedback.</p> <p>Page 11, 25.2 – SJA was the medical provider for the Davis Cup.</p> <p>Page 12, 25.7 – Despite lobbying there was no ticket touting operation staged during the Davis Cup. However most of the touts possibly favoured the Ashes Test at Lords as this coincided with the weekend of the Davis Cup so there were no major issues. The LTA would like further intervention by the authorities to address this matter.</p> <p>Page 12, 27.1 – LTA organised the informal debrief between both events which proved very useful.</p>	<p>Actioned</p> <p>Actioned</p> <p>Actioned</p> <p>Actioned</p> <p>Actioned</p> <p>Actioned, on Agenda</p> <p>Actioned</p> <p>Actioned, on Agenda</p> <p>Actioned</p> <p>Actioned</p> <p>Actioned</p>
2.2	<p>The minutes were agreed as an accurate record of the meeting and would be published on the Council's website.</p>	
3.	Report from Lawn Tennis Association / The Queen's Club	
3.1	<p>Build</p> <p>EF reported that the build went smoothly, was very well managed</p>	

3.2	<p>and through careful planning it was felt that any disruption to residents was kept to a minimum.</p> <p>EF reported a minor problem with a particular contractor who would not be coming back the following year.</p> <p>Event appraisal</p> <p>SF praised the running of the event and noted the following:</p> <ul style="list-style-type: none"> • The event ended on the 21st June and was one of the most successful tournaments held so far. • 15 out of the top 30 players entered the tournament. • Television audience had doubled from the previous year. • Attendance was up and hospitality sales were considerably higher. • General feedback received from sponsors, guests and spectators was all extremely positive. <p>With the tournament being upgraded to an ATP 500 the number of players was lower and therefore less matches were played than in previous years. SF noted that the one down side to this were the few delays between matches (mainly on the first day) on the outside courts because of shorter schedule. However the tournament team managed the situation very well under the circumstances and looking ahead to next year they will reinforce the communication message about what to expect on the first day at the time of booking tickets.</p> <p>EF noted that the event had been very professionally run and there had been good feedback in respect of health and safety. Site safety management was reported to be even better than in previous years.</p> <p>EF noted that they had received excellent feedback at debrief meetings with The Event Safety Shop (TESS) and contractors regarding the tournament. However, player car management was highlighted as an ongoing concern. The LTA are considering alternative options for car parking next year which include off site space on Field Road. The removal of the car parking from the entrance area would enable better use of the space for the tournament and options for alternative use are being carefully considered.</p> <p>EF and SF were still liaising with LBHF Housing to discuss possible use of their assets for alternative locations for the car parking. This would need to be decided soon to avoid running out of time in the new year. They will continue to discuss this with the Housing Department and various Residents' Associations and hopefully get a response shortly.</p> <p>EF advised that crowd congestion and flow via the Centre Court tunnels has always been an issue that is closely monitored during the tournament and they were always looking for measures to</p>	
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	<p>address this further within the site constraints. Improvements were implemented this year, including a full length ramp at the SE corner of the tunnels. Overall, good stewarding visibility, a brighter colour scheme and communication have all helped over the years and they will continue using that rather than trying to drastically change the site.</p> <p>EF reported that TESS and LTA believed that there had been better use of the back compound this year. They added a crossing point to improve pedestrian safety but it still caused concerns. The LTA are investigating an improved design for the space for 2016 by ideally relocating the staff area to outside the compound. This would drastically reduce the risk of injury and free up space in the compound for parking and storage.</p>	
3.3	<p>Command and control arrangements</p> <p>EF confirmed the command and control arrangements worked well this year. Year two of the event working with contractors, SES and TESS, and both further enhanced their plans and arrangements to ensure continuous improvement.</p>	
3.4	<p>Safety & Security</p> <p>SN noted that she was aware that there had been some really good customer care and resident focussed stewarding during the event.</p> <p>EF felt that the security had been of a high standard and no serious issues reported. Two response teams had been added this year which gave more flexibility to respond to incidents. There had been minor changes to security. Communication back to the Control Team from the external stewarding team also improved this year.</p>	
3.5	<p>Security / Stewarding</p> <p>EF informed that road closure had been well managed by the SES traffic stewards. The two new response teams had sorted out problems successfully.</p> <p>On total out of 105 Tournament Stewards providing customer services; 40% were returners and all did an outstanding job during the tournament. GS noted that he was very impressed with the quality of stewarding witnessed during monitoring visits.</p>	
3.6	<p>Road closures / traffic management</p> <p>EF explained that owing to the success of the morning road closures they would be looking for this to be implemented again next year. It had been extremely effective for crowd safety purposes and made the entry of spectators to the event much easier to manage. She also would like to discuss the relocation of coaches around the site. Possibly to St Dunstan's Road.</p> <p>GS noted that the road closure had been well managed by SES traffic stewards and the measures were essential for safety</p>	<p>LBHF / Highways</p>

	<p>purposes. It was identified that additional parking bay suspensions were needed to enable taxi to park and drop off patrons in Gledstane Road / Comeragh Road. There had been some initial congestion issues of traffic on occasions at the junction of Gledstanes Road / Comeragh Road. However, the traffic stewards worked very hard to resolve and keep the traffic moving. The additional suspensions were put in place for the Davis Cup and worked well.</p> <p>GS recommended temporarily closing Margravine Gardens next year to two way traffic during the evening egress to reduce grid-lock and to further improve public safety. Preventing the right hand turn into Margravine Gardens would also increase the safety of pedestrians and traffic stewards who manage this difficult junction. EF advised the LTA were meeting LBHF Highways the following day to discuss the findings from this year's event and plan for 2016.</p>	LBHF / Highways
3.7	<p>Access / egress management</p> <p>EF stated that access and egress had been very well managed this year on the whole. It had been hugely improved by the partial road closure and good communication with Barons Court station staff.</p>	
3.8	<p>Ejections, Complaints</p> <p>There had been only four ejections for minor issues. A complaint had been received in relation to vibration issues caused by fork lift truck movements during the event build and this was investigated by the LBHF. The complaint was not substantiated but advice has been given to the concerned resident and further monitoring may be required next year.</p>	
3.9	<p>Accidents, injuries and near misses</p> <p>EF reported that St. John's Ambulance (SJA) had provided an excellent service. In total 140 patients had been treated; 79 had been tournament staff. But the vast majority had been minor accidents, such as hay fever and sun burn owing to the good weather during the course of the event. The following year there would be two first aiders over qualifying weekend (increased from one this year).</p>	
3.10	<p>The Queen's Club findings</p> <p>GH reported that, from The Queen's Club perspective, the event had gone very well.</p> <p>Initial problems were encountered with the Field Road emergency exit being blocked by a van on the opening day preventing the ramp being installed, but it was gone by day two. Apart from that, GH had nothing else to add other than praise on how well the event had gone.</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>4.6</p>	<p>Report from Environmental Health</p> <p>Health and safety at work GS reported that the build of the site went well and was well managed. Compound congestion continued to be a concern and the size of the broadcasters set up was not helpful during the event. EF advised that next year this could also be eased by relocating the staff facilities. GS undertook a walk round inspection of the site on the opening day with Hannah Charlton (TESS). A number of snagging issues were identified and addressed satisfactorily. The joined up inspection proved to be very helpful.</p> <p>Public safety GS commented that the access to the site had been well managed this year. He was very happy with the improvements implemented.</p> <p>Food safety / public health GS reported that Philippa Woodhouse, had inspected the site and concluded that overall the food safety was very good The public layout and the kitchen area was well marked and worked effectively. Additional checks were required to be undertaken with Mecco when it was discovered that oysters were being supplied in the corporate areas.</p> <p>Licensing GS noted that the licensing officers had not visited the event and this would suggest the inspections undertaken in previous years had provided enough confidence in the existing controls. GS reiterated that from his own observations the behaviour of patrons leaving the event was good and the measures taken to prevent alcohol being taken out of the site were effective.</p> <p>Noise & nuisance GS reported that the Noise & Nuisance Team had not received any complaints regarding event noise. The only complaint received had been in relation to the fork lift truck vibration during the build which GS investigated and did not feel to be a concern.</p> <p>Overall the Noise & Nuisance Team had no issues with the event and felt that it was very successful.</p> <p>EF advised that consideration was being given to using ramps as temporary speed restricters to slow down fork lift trucks on the internal perimeter road around the Club. If necessary they could be safely transported to different locations around the site.</p> <p>Complaints Apart from the complaint above regarding vibration no other complaints had been received.</p>	
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<p>5.</p> <p>5.1</p>	<p>Report from Highways – Traffic Management</p> <p>GS reported back on behalf of Highways the feedback received. He noted that no issues on build and break down or on the change of the lorry route had been reported.</p> <p>Regarding traffic management he added that road closure on the whole had worked well and successfully created a safe passage for pedestrians. However, as there had been no parking bays suspended outside of the closure on Comeragh Road junction with Gledstane Road it quickly became congested and caused problems with maintaining traffic flow.</p> <p>There had also been a lack of advance warning and diversion signs to inform drivers of the change of traffic management. Highways had received complaints from residents regarding limited signage to set out the alternative parking arrangements and about the amount of information regarding the closure. As a result further signage had been added by the traffic surveyors. Officers would look at better signage for the next event in 2016.</p> <p>Highways reported that they identified the need for parking bay suspensions to enable taxi to park and drop off patrons and avoid the traffic grid-lock created during the event. Officers would look at this issue for the next event in 2016 and likely implement the same system used very successfully at the Davis Cup.</p> <p>EF is due to meet Rima Rahman, the LBHF Highways Permits Coordinator, the following day for an event debrief.</p>	<p>LTA / Highways</p>
<p>6.</p> <p>6.1</p>	<p>Feedback received from Streetscene Enforcement – Ticket Tout Enforcement</p> <p>GS reported back, on behalf of Streetscene Enforcement (SSE), the feedback received. He noted that ticket toutting had still taken place despite the operation arranged against it. But the police and SSE had disrupted tout activity and members of the public had not been harassed as a result of toutting. However, resourcing was pulled for the Davis Cup owing to no police support. Fortunately, concerns with the Davis Cup in terms of illegal street trading and ticket toutting did not arise during the event.</p> <p>GS added that he had no knowledge of any complaints received from residents. It is very unlikely that the police would support any further operations to combat toutting activity next year and onwards. GS would discuss with SSE what involvement, if any they will have next year.</p>	<p>LBHF</p>

7.	Feedback received from Metropolitan Police Service / BTP	
7.1	<p>GS confirmed feedback had been received from the MPS and that there were no issues to report on what was a police free event for the first time this year. The police would continue to be invited to the SAG meetings for their contribution, which the LTA strongly request as well.</p> <p>BTP had reported that they had no issues or concerns with the Aegon Championships or Davis Cup this year.</p>	
8.	Feedback received from London Fire Brigade	
8.1	SN reported that no issues had been brought to the SAG's attention from the London Fire Brigade.	
9.	Feedback received from London Ambulance Service	
9.1	SN reported that no issues had been brought to the SAG's attention from the London Fire Brigade. No RIDDORs had been reported to the Council.	
10.	Feedback received from London Underground	
10.1	There had been no concerns raised from TFL during or following the events.	
11.	Aegon Championships 2016	
11.1	<p>Tenancy dates EF reported that the dates for the tournament next year would be 13th to 19th June and the build would start on the 3rd May.</p>	
11.2	<p>Event format SF noted that the format would be the same as this year.</p>	
11.3	<p>Planning Debrief meetings are being held with suppliers to discuss what needs to be looked at for next year's event.</p>	
11.4	<p>Site configuration/Planned Changes? SF reiterated that the car park would be relocated. There will be the slightly reduced seating numbers. Court 1 and Centre Court would stay the same but Court 2 and Court 9 would be modified. They were considering opening up the side to Court 2 to provide a view of the tennis court on its approach and probably using it as a practice court.</p>	

	The LTA are still discussing these options.	
11.5	<p>Working hours</p> <p>EF confirmed that a one hour extension (Monday to Friday to 7pm) to the working hours had been granted by the Noise & Nuisance Team. The LTA are currently considering how the extension of working hours will be used during the build and break periods.</p> <p>EF reported that if they could relocate the car park they would like to extend the licensed areas within the premises for the sale of alcohol to include what had previously been the car park. They will talk to lawyers regarding a licensing minor variation.</p>	
11.6	<p>Traffic Management</p> <p>Already discussed.</p>	
11.7	<p>Suppliers</p> <p>The vast majority of contractors would continue be used next year.</p>	
11.8	<p>Residents Forum</p> <p>The next Residents Forum is likely to be held on the 15th March. EF noted that they planned to keep it to the same format. GS, Noise & Nuisance and Highways would be invited to attend the forum.</p>	LTA
Part 2. The Davis Cup 2015 SAG		
12.	Report from Lawn Tennis Association / The Queen's Club	
12.1	<p>SF reported that it had been quite challenging to run two events in such a short space of time. He thanked all the teams involved in this successful event. It had been very different from the Aegon Championships; nevertheless the LTA managed to create a distinctive atmosphere.</p> <p>GS noted similar to the Aegon Championships that the event was very well managed. The site transition from the Aegon Championships to the Davis Cup went according to plan, albeit there was some time pressure to complete owing to issues with the public food court decking. Poor safety working practices were witnessed with the build of the entrance arch. This was disappointing but intervention was taken to address the issue at the time. The layout of the event site on completion worked well and its appearance was impressive.</p> <p>At the conclusion of the final on Sunday, the broadcasters commenced dismantling of camera positions and removed equipment via the centre court staircases that were still in use at the time by the spectators</p> <p>Overall food safety had been good apart from an issue with the</p>	

	paperwork for some of the public catering outlets, which was swiftly rectified at the time on site.	
13.	Report from SAG Members	
13.1	<p>Licensing</p> <p>GS reported back, on behalf of Licensing, the feedback received. Licensing had inspected all outlets selling alcohol. Only one minor issue had been detected with staff in one bar being unaware that smaller measures were meant to be available and the 125ml and 25ml measures had not been on site, which was a mandatory condition attached to the premises licence. However the issue had been rectified straight away and no further action was taken.</p> <p>All other outlets had been aware of their responsibilities and very knowledgeable on ID policies, not selling to intoxicated persons and smaller measures.</p> <p>Overall Licensing was impressed with all the bar areas (including hospitality) and how alcohol sales had been managed.</p>	
13.2	<p>Noise & nuisance</p> <p>GS reported back, on behalf of the Noise & Nuisance Team, that two complaints had been received in three days regarding loud music / crowd noise and a smell of burning fat.</p> <p>EF noted that LTA carried out extensive noise management on site to ensure that noise would cause minimum disruption to local residents.</p> <p>Overall the Noise & Nuisance Team had no issues with the event and felt that it was very successful.</p>	
13.3	<p>Traffic Management</p> <p>GS reported back, on behalf of Highways, that the need for parking bay suspensions to enable taxi to park and drop off patrons and avoid the traffic grid-lock had been addressed at Davis Cup and an adequate number of parking bays had been suspended.</p> <p>Highways had received complaints from a few residents in relation to the level of the information given about the Davis Cup. Some said it was inadequate, did not receive information others said it was too much. EF advised that there are always inherent difficulties with multiple occupied premises with communal letter boxes ensuring all occupant obtained the information, but overall the level of communication to residents had been extensive and sufficient.</p>	
13.4	<p>Highways had received several complaints from residents regarding the traffic management signs, which were still left on the street a month after the Davis Cup; these were eventually removed.</p>	

14.	Any Other Business	
14.1	GS congratulated the GB Team for winning the Davis Cup Final.	
15.	Date of Next Meeting Confirmed date for the next Aegon Championships SAG meeting is the 13 th April 2016, at Hammersmith Town Hall. GS to send invitation to members.	LBHF

The meeting started at 3:00pm
The meeting ended at 5:10pm