

**AEGON TENNIS CHAMPIONSHIPS 2017  
SAFETY ADVISORY GROUP MEETING**

**Draft MINUTES**

**TUESDAY, 04 APRIL 2017**

**10am – Courtyard Room, Hammersmith Town Hall**

**PRESENT:**

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

Stephanie Needham, Commercial Services Manager (Chair)	(SN)
Bathsheba Mall, Committee co-ordinator (Minutes)	(BM)
Graham Morrison, Environmental Health Officer	(GM)
Philip Richardson, Noise and Nuisance	(PR)
Graham Souster, Environmental Health Officer	(GS)
Keith Stevenson, Parking and Permit Service	(Ks)

**Metropolitan Police Service**

Grant Lumsden (CT)	(GL)
Will Kpikpitse (CTFO)	(WK)
Matthew Tidy (SL22 EPO)	(MT)

**National Health Service**

Rachel Egger	(RE)
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**London Fire Brigade**

Michelle McHugh	(MMCH)
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**Sports Ground Safety Authority**

Geoff Galilee	(GG)
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**Lawn Tennis Association (LTA)**

Emma Foster, Event Operations Manager	(EF)
Stephen Farrow, Tournament Director	(SF)
Harriet Jones, Event Operations	(HH)

**The Queen's Club**

Giles Helbert, General Manager	(GH)
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**Suppliers**

Doug Adams, Show & Event Security	(DA)
Simon Carr, TESS	(SC)
Simon Jones, TESS	(SJ)
Matthew Anderson, Absolute Taste	(MA)

No.	ITEM	ACTION
1. & 2.	<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>	
3.	<p>Apologies were received from:</p> <p>Lisa White - LBHF (Commercial Services)  Inspector James Brockway - MPS  Sergeant Christopher Penman - MPS  Jenny Bostock - London Ambulance Service (LAS)  Camilla McBrearty - LBHF (Community Safety)  Rima Rahman - LBHF (Highways)  Michael Allen - LBHF (Highways)</p>	
4.	<p><b>Purpose of the SAG</b></p> <p>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 due to be held at The Queen's Club 19th - 25th June.</p> <p>The SAG aimed to facilitate information sharing between parties to enable the continued improvement in the safety management, security and contingency arrangements for this event.</p> <p>SN confirmed that it was the authority's intention to continue 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>	
4.1.	<p><b>Matters Arising from Previous Minutes (22 August 2016) and Actions Arising</b></p>	
4.2	<p>SN confirmed that many of the Matters Arising from the minutes had been addressed. The following were highlighted during the discussion:</p> <ul style="list-style-type: none"> <li>• 3.21 - Highways: EF had raised this with RR on 30/03;</li> <li>• 4.1 - Nuisance issued for residents near the Field Road service entrance for The Queen's Club was being addressed by The Queen's Club.</li> </ul>	

	<ul style="list-style-type: none"> <li>4.2 - Concerns about the quality of the PA and sound system for player interviews around the Centre Court would be addressed for 2017.</li> </ul>	
<b>5.</b>	<b>Feedback from Residents' Forum – 22 March 2017</b>	
5.1	EF provided an update following a meeting of the Residents Forum held on 22 March 2017. 12 residents had attended. The implementation of plans and the level of impact on the surrounding area was explained in detail to residents. There had been some queries about the proposed layout and resident tickets. Parking restrictions and the hours during which they operated were discussed in detail. Two residents living in Musard Road and Margravine Gardens requested an extension of the hours of operation of Zone H and D (respectively). Christiaan Uys (Highways, LBHF) had also attended the meeting and would be involved in future discussions to address resident concerns, going forward.	
5.2	EF reported that the meeting had proved very useful and reflected their intention to ensure that they did everything possible to assist residents. Residents have access to a separate, dedicated webpage inclusive of a Q&A document and ticket details. GS had also attended the Forum meeting, reporting that it had been a positive and helpful event, focusing on the resident's perspective and largely highlighting highways related concerns.	
<b>6.</b>	<b>Event overview and site layout</b>	
6.1	SF provided an overview of the event and new site layout for 2017. This would be a challenging year for the event, with a significant 30% increase in Centre Court capacity. In 2016, the event had been voted ATP World Tour 500 Tournament of the Year (fourth consecutive year in its category) by the players, and SF acknowledged that the success of the event was dependent on the hard work of the many individuals and organisations represented at the SAG. He thanked members of the SAG for their support.	
6.2	The key dates for the tournament are: <ul style="list-style-type: none"> <li>Build - 4th May to 16th June</li> <li>Qualifying Weekend - 17th to 18th June (restricted to 800 capacity)</li> <li>Tournament - 19th to 25th June</li> <li>Break – 26th June to 14th July</li> <li>Weather delay contingency - Monday 26th June.</li> </ul>	
6.3	SF confirmed that there are no key staff changes to report and that the same core team would be in place as in the previous year. A comprehensive plan is in place to manage the expansion of the tournament, which has been a result of detailed planning carried out by the event team and key contractors since 2012.	

6.4	<p>Enabling works for the expansion commenced last October at the Queen's Club and are due to be completed this month. The works have included the relocation of two grass courts, four artificial grass courts, installation of permanent utility services and build of a new spacious car park.</p>	
6.5	<p>SF observed that this represented a considerable journey from planning to fruition, with a 30% increase (of 1,300) in spectator capacity to 10,500 each day. An additional spectator entrance will be used via the Perham Road gate to accommodate the increase in capacity for entry / exit purposes. This will form part of the new event management arrangements. Crowd modelling has been key to the safety focus and has informed the development of stewarding and crowd management plans for the event.</p>	
6.6	<p>The event format has not changed, and will still be a 32 singles and 16 doubles team draw. Centre Court matches will commence 30 minutes earlier at 12:00 from Monday to Friday, but no changes will be made to Saturday (13:15) and Sunday (14:00). The expanded North Stand, brings the new Centre Court capacity to 9542, plus an additional 782 unreserved seats overlooking Court 1. All tickets will be scanned on entry.</p>	
6.7	<p>EF expanded further, commenting that new, co-ordinated CAD drawings of the planned layout offer a more detailed oversight, allowing them to pre-empt any issues in the planning phase. There are a number of new areas included in the new site layout and the LTA have worked closely with an independent CAD Co-ordinator to circulate fortnightly updates to ensure high engagement and clear communication with the contractors.</p>	
6.8	<p>EF outlined changes to the grass courts, with Court 1 relocated to where the old Court 9 was previously sited. New walkways will be installed between Courts 2 and 3 and Courts 8 and 9 with signage and stewards indicating one-way pedestrian traffic. The intention is to improve circulation and streamline access and navigation around the site. The outside courts have also been renumbered and the key sites logically renamed, for example, South Pavilion and North Pavilion, with catering sites named accordingly e.g. the South Pavilion Café in within the South Pavilion. This will make it easier for both staff and spectators to navigate around the site. The entrances for the site have also been named, corresponding to the name of the roads, Perham and Palliser.</p>	
6.9	<p>The naming of various key sites is intended to encourage a greater sense of the site but additionally, will also aim to actively encourage the flow of pedestrians, particularly around the practice courts. The boundary road will be key to aid circulation of spectators around the event site. A coffee bar, an ice cream stand and a picnic area are included in the new layout. EF explained that there will be no cars or contractor vehicles</p>	

	<p>parked in these bays, with ground staff and equipment given a designated area out of the way of spectators.</p>	
6.10	<p>EF commented that the modelling of crowd flows, managing traffic flows and dealing with waste management will present challenges in this first year of the new event layout. There will be a vehicle curfew in front of house areas whilst gates are open to spectators, so the movement of catering and waste management vehicles must be authorised by Event Control during this time.</p>	
6.11	<p>The South Pavilion has the same footprint as 2016 but with a different internal layout. A double-deck additional pavilion marquee will be installed adjacent to Court 1, with the first floor accommodating the Champions Restaurant and Bar. A new double height North Pavilion will also house spectator catering areas and toilets. Overall covered areas have been increased by 129% and there are significantly more toilets per spectator than required by the Purple Guide. The intention has been to reduce cross flows and ensure that spectators generally remain in the vicinity of the entrance they used to enter the site.</p>	
6.12	<p>HJ continued the overview, explaining the that the increased capacity (referred to earlier) includes approximately 2700 new premium seats, which are wider with increased leg room. Ticket holders in Centre Court blocks 19 – 26 (except those with wheelchair tickets) will access through Perham Road, all others will access through Palliser Road. Spectators have been informed in advance that there will be approximately 70 steps to get to the top of the North Stand. A 9-metre-wide video wall will be located on the back of the North Stand, and will be viewable from the Palliser Road entrance.</p>	
6.13	<p>HJ explained that there will be approximately 782 unreserved seats around Court 1. Disabled seating numbers have also been slightly increased, from 2016.</p>	
6.14	<p>In terms of the back compound and the staff marquee accommodation, HJ described that barriers would be utilised to provide safe walking routes for staff access around the compound. The back compound will also accommodate skips, generators, T.V. crews and limited VIP parking (not including contractor vehicles).</p>	
6.15	<p>In response to a query from GG, it was explained that the figure of 10,500 per day, included a small contingency allowance (over and above the quantity of tickets which will be sold), and represents the maximum predicted for each day. SJ added that overall, the maximum number of people on site including staff will be approximately 12,450.</p> <p>MMcH asked about the “tunnel” running under the stands. SC confirmed that access to this space would be monitored and controlled by stewards at peak times to manage congestion. Stewards would also ensure that the space was kept clear of obstacles. MMcH enquired about the</p>	

	<p>standard of fire and safety training provided to stewards. SC confirmed stewards receive regular training and that LFB would be welcome to undertake a site visit. EF suggested the 16 June, as possible date for the site visit by the LFB.</p> <p>The capacity for the site is tight and GS reported that they had worked closely with the LTA on the expansion plans over a number of months to ensure high standards are maintained across all areas of management.</p>	
<p><b>7.</b></p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p>	<p><b>Event Safety Operations</b></p> <p>HJ confirmed that they would again be working with TESS, who would oversee the safety management of the event.</p> <p>HJ indicated that given the increase in capacity, they had identified a number of challenges to consider. Consequently, the East Tunnel will be exit-only at peak times to ease congestion, which will be managed by stewards and dynamically monitored by the safety officer and Event Control. They will also be encouraging the use of walkways alongside the practice courts for viewing as already outlined. HJ confirmed that updates will be made accordingly to the operations manual and a final version published in advance of the start of the tournament. Revision 12 of the operations manual would be issued on the 21<sup>st</sup> April in compliance with the Premises Licence condition.</p> <p>HJ also confirmed that in addition to three advance contractors' meetings being scheduled, daily contractor update meetings will be held throughout the build period.</p> <p>EF explained that the build and breakdown period would span a 10-week period in total, observing that there was more building work required because of the increased capacity. Building would commence on 4<sup>th</sup> May, with the main build beginning on 8<sup>th</sup> May. The last day of the event was anticipated to be 25 June, but this would depend on weather conditions and how this impacted match play throughout the event. Breakdown of the site was anticipated to commence from 26<sup>th</sup> June, continuing to 14<sup>th</sup> July, with additional time factored in for any delays. Smaller contractors would commence breakdown first, followed by larger contractors.</p> <p>EF reported that one of the new key improvements was to introduce an online schedule for the build and breakdown. Careful consideration had been given to this process, given the new layout and tight timeframe. Deliveries would now be pre-arranged via an online booking management system, allowing for greater security and better co-ordination, given the greater number of contractors being used. Set working hours would be followed across the working week and weekend, with a weekday hour extension time factored in to allow for</p>	<p><b>LTA/LFB</b></p>

7.6	<p>delays. Contractors would be required to have photographic identification, arranged in advance in order to gain entry to the site.</p>	
7.7	<p>EF explained that an independent company had been appointed to monitor and review the build and breakdown process to identify areas to improve efficiency.</p>	
7.8	<p><b>Event Safety management arrangements</b></p> <p>EF reported that an F10 CDM notification had been sent to the HSE. Weekly construction area and safe walking route maps will be displayed within The Queen’s Club to assist members with safe walking routes, clearly communicating information about which of the build areas were being constructed. Show &amp; Event Security will be positioned at key access points to the construction areas to provide site inductions and safety checks will be regularly carried out by the safety officer.</p>	
7.9	<p>MT enquired about early morning access and parking to the site by HGVs. DA confirmed that the lorries would be held along the A4 and enter The Queen’s Club via Palliser Road.at 5:30am. There will be more vehicles in total across the build period, but a maximum of 5 lorries per day, depending on the contractors’ schedule. This escort will once again be controlled by trained traffic stewards from Show &amp; Event Security.</p>	
7.10	<p>EF explained that the safety arrangements remained the same as in previous years with the Event Control also in the same location.</p>	
7.11	<p><b>Stewarding and security</b></p> <p>EF referred to staffing protocols, explaining that all staff identification cards would be checked for validity on entry to the site. EF explained that they had made adjustments to the interview process and had considered stewarding issues, undertaking desktop exercises to evaluate different scenarios and outcomes. A proportion of stewards will be working towards the NVQ Level 2 qualification again, though the event’s own briefing and training is very comprehensive and staff understanding is checked throughout the event. EF confirmed that training did not include the use of fire extinguishers.</p>	
7.11	<p>EF referred to egress and the use of West Kensington station as well as Barons Court station. She commented that it would be helpful to have CCTV monitoring of the Station. GS agreed to facilitate a meeting between LBHF officers and the LTA. EF added that the security plan for 2017 is suitable and sufficient given the current UK threat level and threat risk assessment but will be dynamically assessed closer to the event to ensure this is still the case. A meeting would be held on Friday (7<sup>th</sup> April) with MPS to discuss further.</p>	

7.12	<p>EF reported 45 Stewards would be positioned externally to the site for controlling the roads for crowd control purposes. They had undertaken independent security assessment and sought advice, concrete blocks would be installed and tables set up to check bags of both visitors and staff. The full grounds are comprehensively searched before the gates are opened. Test packages are dropped around the site for training purposes each morning, which are logged and carefully monitored. A dog search team will be undertaking searches of random areas throughout the site and along the external approaches to the grounds. 100% bag and 100% wand searches will be in operation, including of staff members, VIPs and players.</p>	
7.13	<p>Internally, there will be 105 stewards, representing an increase of 50% overall, located at key entry points, with 4 response teams to deal with spectator issues. There will also be courtside security teams and an enhancement of staff at all entrance points. Including to cover key perimeter areas. There would be 3 controlled exit points and the number of CCTV cameras had been doubled. Extra security staff would be used for player protection including at the practices courts. There would be extra patrols around the venue.</p>	
7.14	<p>DA advised the main priority was to ensure that there was continuity of experience throughout the week. Random testing by an externally appointed and independent company would undertake stewarding questionnaires and site testing with selected individuals.</p>	
7.15	<p><b>Traffic Management</b></p> <p>Commenting on the coordination of traffic management, EF reported that arrangements had changed from 2016 due to the way that parking restrictions are now enforced. This doesn't dramatically affect the number of parking suspensions in the immediate area, however the new entrance at Perham Road will involve a small number of new parking suspensions and there will be a managed temporary road closure in Perham Road, from 10am to 1pm to facilitate the safe ingress of spectators. SES will manage the road closures with CSAS approved traffic stewards.</p>	
7.16	<p>With respects to extending the parking controls to Zone H, a petition had been received from 18 residents, however LBHF Highways Team had advised that for this to be included in the Traffic Management Order (TMO) the timing would be very tight. Arrangements for tow trucks and lorry escorts were in place and communications with Highways officers had been undertaken.</p> <p>GS enquired about the Taxi drop off point in Perham Road. It was explained that this would now be situated at Comeragh Road and that</p>	



	<p>drivers would be directed there. It was noted that there is no a designated taxi rank in the area.</p>	
7.17	<p>HJ added that other than in the compound area there will be no LPG on site. The LFB would be welcome to a visit the site and the tournament fire risk assessment would be forwarded to the LFB once compiled.</p>	
	<p><b>Medical Arrangements</b></p>	
7.18	<p>Discussing the spectator medical provision, it was noted that St John Ambulance would be in attendance, operating under the same arrangements, as in previous years. Players would have their own dedicated medical support. The event would welcome the LAS to visit.</p>	
7.19	<p><b>Ingress</b></p>	
7.20	<p>The following points were noted regarding Perham Road:</p> <ul style="list-style-type: none"> <li>• A temporary road closure will be put in place;</li> <li>• 5 entry lanes for pedestrians will be in place;</li> <li>• A temporary box office will be erected;</li> <li>• Information about which station to use for the designated ticket entrance is clearly explained on spectator ticket wallets;</li> </ul>	
7.21	<p>Traffic stewards will be positioned along the walking routes from each station.</p>	
7.22	<p><b>Egress</b></p> <p>It was noted that no cars would be permitted on the grounds and that stewards would be directing the use of both exits. CCTV would be monitored through event control room, which would be able to view a live feed, monitoring the approach and entry to both tube stations. EF had been in contact with TfL, who had been helpful but it was unfortunate that they were unable to send a representative to the SAG meeting. EF explained stewarding plans will be in place to manage spectator queues and alleviate pressure and congestion at both Barons Court and West Kensington Stations.</p>	
7.23	<p>EF explained that staff would be situated at the road crossing points by both entrances, and stewards will the aim to encourage egress via Perham Road, which will need careful monitoring.</p>	
7.24	<p><b>The Queen's Club</b></p> <p>GH advised there would be no significant changes in the Club's operation during the event. GH referred to the Field Road service entrance and security measures. He had discussed with EF and the LTA</p>	

	and that there would be an increase area hoarded off for waste management.	
<b>8.</b>	<b>Policing / CT Update</b>	
8.1	MT and GL reported that the current threat level remained unchanged and that the incident that had recently taken place at Westminster had not altered this status. MT expressed confidence in the security planning and the team in place, for the event. Staff were fully briefed and maintained a high level of awareness.	
8.2	It was noted that local officers will be briefed in advance of the event.  The general expectation was that spectators would enjoy the event, moderate their behaviour and report anything they see that could be suspicious.	
8.3	EF added that they had undertaken desktop exercises to ensure that their procedures were robust.	
<b>9.</b>	<b>Emergency contingency plans / desktop exercise</b>	
	EF reported that emergency and non-emergency scenario responses had been included in the operations manual, which would be issued on 21 <sup>st</sup> April, together with the link and drop box. The desktop exercise would take place on 5 <sup>th</sup> May.	
<b>10.</b>	<b>Local Authority</b>	
10.1	<b>Environmental Health &amp; Safety</b>  GS reported that he would undertake site inspections and review the operations manual documents. Given the expanded event, the management of ingress and egress would be closely monitored as well as the arrangements inside the event site owing to the higher numbers of spectators. He wished the organisers of the event every success.	
10.2	<b>Food Safety</b>  GM reported that matters were in hand and reported no concerns. There were no different food outlets to be expected and that they would be considering signage for food and drink. MA added that Absolute Taste (Mecco) would be in place running the food operation, which was the same team but with a different name. The floor surfaces would also be considered, which would be lino, as in previous years.	

<p>10.3</p> <p>10.4</p> <p>10.5</p> <p>10.6</p> <p>10.7</p> <p>10.8</p> <p>10.9</p>	<p><b>Highways / Parking Enforcement</b></p> <p>It was noted that there was no permanent smart signage to utilise but EF anticipated that this may be in place for 2018. GS confirmed that there would be no nearby construction or roadworks planned during the event.</p> <p>KS enquired about a telephone contact number for Parking Services. It was explained that the service was contactable through the Council's normal switchboard number. KS would check to see if it was feasible to provide a direct contact number.</p> <p><b>Licensing</b></p> <p>No reported issues.</p> <p><b>Streetscene</b></p> <p>It was noted that officers would not be conducting any ticket touting initiatives.</p> <p><b>Noise &amp; Nuisance</b></p> <p>It was noted that no complaints had been received following the 2016 event, regarding the build and break-up periods of the event. However, noise from the, generators, ice-cream units and coffee vans will be monitored.</p> <p>In terms of large vehicles moving along the boundary road during the build period, the level of vibration will be monitored, with speed controls in place to ensure lower levels of noise for resident properties overlooking the area.</p> <p>It was noted that additional speakers had been placed in Centre Court, which would allow for lower sound and improved amplification. The expanded North Stand should also help to better contain the sound. EF explained that the whole system had been re-zoned, with greater focus, allowing easier adjustments to regulate different speakers in areas.</p>	<p><b>KS</b></p>
<p>11.</p> <p>11.1</p>	<p><b>Transport for London / London Underground</b></p> <p>Not in attendance, GS reported he had not received any feedback.</p>	
<p>12.</p> <p>12.1</p>	<p><b>London Fire Brigade</b></p> <p>It was noted that there were on-going risk assessments being undertaken and that a site visit would be arranged in addition to discuss</p>	

	new access routes for emergency vehicles. Final details will be provided in the operations manual.	
<b>13.</b>	<b>London Ambulance Service</b>	
13.1	There were no reported concerns but the LAS would be undertaking a site visit. There would be one paramedic unit working alongside St John's Ambulance Service.	
<b>14.</b>	<b>Sports Ground Safety Authority</b>	
14.1	There were no reported concerns but the SGSA would be undertaking a site visit.	
<b>15.</b>	<b>Any Other Business</b>	
15.1	There was no other business.	
<b>16.</b>	<b>Date of Next Meeting</b>	
16.1	To be confirmed following the meeting.	

Meeting closed at 3pm.