

**FEVER TREE CHAMPIONSHIPS 2019  
SAFETY ADVISORY GROUP MEETING – PART 1**

**MINUTES**

**25 APRIL 2019**

**10:00am – Small Hall, Hammersmith Town Hall**

**PRESENT:**

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

Stephanie Needham, Commercial Services Manager (Chair)	(SN)
Graham Souster, Environmental Health Officer	(GS)
Katia Neale, Governance and Scrutiny (Minutes)	(KN)
Tracey Chin, Governance and Scrutiny	(TC)
Geraldine O’Grady, Environmental Health Officer	(GO)
Rima Rahman, Highways Officer	(RR)
Graham Morrison, Environmental Health Officer	(GM)

**Lawn Tennis Association (LTA)**

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

**The Queen’s Club**

Giles Helbert, General Manager	(GH)
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**London Ambulance Service**

Matt Shute	(MS)
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**London Fire Brigade**

Alan Brand	(AB)
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**Met Police**

Grant Lumsden	(GL)
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**Absolute Taste**

Matthew Anderson	(MA)
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**NHS**

Daniel Gray	(DG)
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**The SES Group**

Duncan Kenny	(DK)
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No.	ITEM	ACTION
1.	<p><b>Welcome from Chair</b></p> <p>SN welcomed members to the Safety Advisory Group (SAG) meeting to de-brief on the Fever Tree Championships held at the Queen's Club between the 17<sup>th</sup> – 23<sup>th</sup> June.</p> <p>SN noted that this would be the last meeting in the Town Hall before the decant.</p>	
2.	<p><b>Introduction and apologies</b></p> <p>Apologies were received from:</p> <p><b>The Queen's Club:</b> Andrew Stewart, CEO  <b>LBHF:</b> Lisa White LBHF, Licensing, Ann Ramage, Former Interim Assistant Director Regulatory Services. Philip Richardson, Noise and Nuisance Team.  <b>Met Police:</b> Chief Inspector Jim Brockway</p>	
3.	<p><b>Purpose of SAG</b></p> <p>SN explained that the purpose of the SAG was to ensure the local authority, emergency services and other agencies were satisfied with the LTA's safety management arrangements and contingency planning for this year's Fever -Tree Championships</p> <p>The Championship's would take place at The Queen's Club 17<sup>th</sup> – 23<sup>rd</sup> June.</p> <p>The SAG aimed to facilitate information sharing between all parties and knowledge to enable the continued improvement in the safety management, security and contingency arrangements for this event</p> <p>SN noted with thanks that the Version 15 (1) of the Operations Manual was shared by Emma Foster on Thursday 18<sup>th</sup> April. Version 15 (2) was due to be published the week commencing 10<sup>th</sup> June.</p> <p>SN stated that it was the intention to continue to publish the minutes of the SAG meeting on the Council's website. For accuracy purposes, the minutes would be circulated to members for comment before publishing on the website.</p> <p>SN confirmed that it was now the norm for matters relating to Counter Terrorism and Security to be discussed in a smaller sub-group immediately following this meeting. The minutes for this meeting would not be published but will be circulated to attendees only.</p>	

4.	<p><b>Confirmation of previous minutes (29<sup>th</sup> October 2018) and matters arising</b></p> <p>The minutes of 29<sup>th</sup> October 2018 were confirmed as accurate.</p>	
5.	<p><b>Feedback from Residents' Forum</b></p> <p>EF updated on the feedback received at a meeting held at The Queen's Club on 19<sup>th</sup> March, attended by 13 residents.</p> <p>The feedback received were overall positive. There was a compliment regarding the extension of Zone D to include Margravine Gardens. One query was raised in relation to resident access through the HVM barriers last year in Comeragh Road. Residents' comments were noted and would be actioned.</p> <p>GS was pleased that no concerns were raised as a result of the extended road closures / HVM measures put in place last year.</p>	
6.	<p><b>Event overview</b></p> <p>➤ <b>Event overview for 2019 / key dates</b>  SF noted that the build would take place between 2<sup>nd</sup> May and 14<sup>th</sup> June 2019, with the break planned between 24<sup>th</sup> June to 12<sup>th</sup> July 2018.</p> <p>The qualifying weekend would be happening on the 15<sup>th</sup> – 16<sup>th</sup> June and the capacity would be restricted to 800 people.</p> <p>The Tournament would take place between 17<sup>th</sup> – 23<sup>rd</sup> June, with Monday 24<sup>th</sup> as an extra day set aside as a weather delay contingency. The maximum capacity was set at 10,500 spectators per day, and the expected sensible capacity would be down by 72 from the previous year.</p> <p>They would be selling Ground Admissions on Saturday and Sunday this year (max 650) for the wheelchair sanctioned event (Fri-Sun) and Junior team GB vs USA event – Paul Hutchins Trophy (Fri-Sat).</p> <p>SF confirmed that the number of matches and the ticket validation software would remain unchanged.</p> <p>➤ <b>Operation team composition</b>  EF informed that the same LTA Event Operations Team would return with lots of retained knowledge and expertise. There would be a new accreditation coordinator (however she had worked on the event for a number of years in a different role).</p> <p>John Hester and Gordon Maitland would be back as the Site and Compound Managers, assisted by Andy Ward who managed the CAD plans and scheduled for the internal Clubhouse areas and new for 2019, the broadcast compound.</p>	

➤ **Site layout & changes made / capacity**

It was reiterated that the spectator capacity would remain maximum of 10,500. The Centre Court capacity would be 9,216 (reduced by 72 from 2018) and Court 1 capacity of 927.

There would be two spectator entrances at Palliser Road and Perham Road, with roughly same quantities assigned to each entrance as 2018, but all hospitality guests (except for clubhouse hospitality) would be moved to Perham to reduce the quantity of Centre Court blocks down accordingly that access through Perham.

EF reported that the minimal changes made to the site layout were a result of residents' feedback. There would be two additional accessible toilets and a new site managers office. The capacity would be down by 72 from the previous year to accommodate a studio for Amazon Prime in the Centre Court.

There would be no changes worth mentioning to any of three marquees and the Back Compound & Staff Areas and no change to footprint. Discussion were being held about the crew catering whether it would be a marquee or container owing to space issues last year.

EF / SJ explained that the egress / emergency exit capacity included the event staff following SN question on this. She added that they were still discussing the location for the kitchen container but this should be resolved shortly.

➤ **Event format**

It was noted that this was an ATP World Tour 500 tournament event.

There would be the same ATP draw sizes as 2018: 32 singles draw, 16 doubles draw. And the same number of matches (mostly on Centre Court), but full line up on C1 for the first half of the week too.

The timing would be the same as 2018 with gates opening at 10:30am from Qualifying Saturday to Friday, and 11:00am Finals Weekend.

The Centre Court would open at 12 noon Mon-Friday, 1pm on Sat; 1.30pm on Sun (moved back from 2:30pm). All other courts would not open before 12:30 Mon – Thurs, 11:00am Fri – Sun.

The grounds closing times was unknown but could be up until 9pm.

EF added that they had upgraded the scanning software so the same RFID scanner would scan tickets, accreditation passes and the new hospitality e-tickets (moved from generic passes to e-tickets). They would continue to use the counting camera system at both entrances.

	<p>Two of the sponsors (Nyetimber and Mortimer’s Orchard) would be carrying out alcohol sampling activities (list of restrictions agreed as per last year).</p> <p>GS advised that some events do experience issues with e-tickets and touts duplicating them which can cause issues.</p> <p>➤ <b>Key contractors</b>  EF informed that there would be continuity across the key suppliers as majority of major contracts were renewed in advance of 2018’s event, three changes to highlight:</p> <ul style="list-style-type: none"> <li>• First Aid Cover would be providing spectator medical cover instead of SJA, and providing a higher standard of trained responders</li> <li>• New project management team from the caterers Absolute Taste, headed up by Jo Prosser who would also be the DPS this year. The new team were very experienced in event catering.</li> <li>• New foreman from Arena Seating – he had worked on the tournament and for arena for many years.</li> </ul> <p>They had created an online “contractor pack” hosted on Google Drive which contained all latest plans, policies and build and break schedules so contractors could access these at any time</p>	
7.	<p><b>Event Safety Management Operations</b></p> <p>➤ <b>Safety Management Arrangements Operations Manual</b>  HJ reiterated that the Version 15 (2) of the Operations Manual would be published the week commencing 10<sup>th</sup> June. The importance of sub-contractor management and key responsibilities had been added to the manual.</p> <p>➤ <b>Organisation &amp; planning</b>  HJ informed that this year they had continued to hold two Site Design meetings with the key contractors alongside lots of individual meetings to discuss site layouts and planning.</p> <p>They also held their main contractor meeting in late March to go through all the plans and changes with all contractors and suppliers. A key theme for their main contractor meeting briefing was the importance of sub-contractor management.</p> <p>HJ explained that the organisation and planning would remain unchanged from the previous year.</p> <p>In terms of pedestrian flows and vehicle delivery access, they would also remain unchanged.</p> <p>➤ <b>Build / breakdown / safety management</b>  It was noted that John Hester, the Site Foreman, would be on site from 3<sup>rd</sup> May. John Hester, Gordon Maitland and Andy Ward would oversee</p>	

contractor safety onsite when TESS were not present. They had made their responsibilities clearer and hired more support so they could focus on managing the site rather than driving plant.

The same safe walking routes would be employed again to ensure physical segregation of work spaces from Members and public, with two crossing points for the contractors manned by trained SES staff.

The online version of the site induction on their accreditation portal was sent to all contractors to complete before starting works on site. On the previous year 1,415 site inductions were completed, with 1,100 of these done in advance. They would not be able to collect their Build accreditation pass without showing their confirmation email and photo ID, plus being vouched for by their site foreman.

GS was pleased to note that the issue with the Palliser Road entrance arch and a conflicting network cabinet that had been installed in this locality had been resolved.

HJ added that the three-point PPE needed to be enforced across all construction areas. They would continue to use online live schedules using a programme called “Smartsheet”, with separate sheets for build and break. Contractors could view the live schedule whenever they like, but only LTA Event Team could edit the schedules, meaning contractors would submit their schedule to them and they would check its feasibility before confirming in the live document.

There would be no change to the vehicle delivery policies. Working hours would be Mon-Fri 8am-7pm, Sat 8am-1pm and no works on Sunday or Bank Holiday.

The breakdown would officially start on Monday 24<sup>th</sup> June (if no rain delay) until Friday 12<sup>th</sup> July – overseen by John Hester, Gordon Maitland and Andy Ward with close comms with Giles Helbert regarding access and safe routes. Break schedule showed which contractors were permitted to work on Sunday 23<sup>rd</sup> June as soon as spectators were clear with a 10pm cut off time for works.

➤ **Safety management arrangements**

Arrangements would remain unchanged.

➤ **Command & control arrangements**

These would remain unchanged due to a successful previous year. It was noted that the CCTV in operation from Qualifying Weekend should include Highways cameras.

SES would have the same project management team: Doug Adams as lead PM with Duncan Kenny assisting.

<p>They would repeat the streamlined radio traffic and the number of channels monitored by ECC to ensure efficiency and better communication as it worked really well in 2018.</p> <p>➤ <b>Stewarding</b></p> <p>The same Head Steward would be in place who did a great job in 2018. This year there would be a 50/50 split of returners and new comers to look after the court areas or any issues. Daily briefings and training courses would be provided.</p> <p>Event Stewards would once again be employed from Qualifying Weekend and be split into specific entrance, court and floating response teams.</p> <p>Online advance spectator safety training course would be backed up with event specific briefings before starting work. They would also expect all stewards, including SES, to complete the new Natsco Act Awareness course.</p> <p>➤ <b>Road closures / traffic management</b></p> <p>This would replicate the plan from last year with the temporary road closures in Comeragh Road &amp; Palliser Road / Perham Road and Gledstane Road from 9am – 9pm, to aide safe spectator entry. Parking suspension would also remain the same, following positive feedback.</p> <p>HJ urged all present at the SAG to inform the LTA of any access issues during the same period of time to avoid issues with road closures and barriers.</p> <p>➤ <b>Fire safety</b></p> <p>It was noted that the fire assessment had been updated. HJ stated that she would welcome a site walk with the London Fire Brigade to the site in advance of the tournament to advise on access routes and barriers to the entrances.</p> <p>➤ <b>Medical arrangements</b></p> <p>EF informed that First Aid Cover would be providing the spectator and staff first aid service. They would have the same medical provision as previously to cover the build and break but would increase the Qualifying Weekend cover to include an ambulance even though they were under the 5,000 threshold. Players would be covered by a separate medical team as usual.</p> <p>MS stated that the London Ambulance Service was happy with the level of cover provided by risk assessment carried out by the LTA. Their medical plan covered all concerns and they would be providing more medical staff.</p>	<p><b>ALL</b></p> <p><b>London Fire Brigade</b></p>
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	<p>EF noted that included in the Purple and Green Guide there would be a new command control on site (a qualified paramedic). The medical area would remain in the same place as previously and the first aid area would be located in strategic points. The ambulance would be parked in the back compound.</p> <p>➤ <b>Access / egress management controls</b></p> <p><b>Access</b> It was noted that specific entrance information would be printed on each ticket, and public transport travel information was on the ticket wallets which were sent to customers in advance. Five entry lanes would be open to gain entrance on Palliser Road and three entry lanes on Perham Road.</p> <p>SES would be managing all the traffic and crowd stewarding outside the grounds, working alongside StadiumTM who would be manning the HVM barrier lines at each of the road closures from 9am – 10pm each event day.</p> <p><b>Egress</b> There would be no changes to the management of the queuing system inside the grounds. Event Stewards would manage inside grounds and direct spectators to use both exits. SES traffic stewards would manage all external movements, including the queuing system for spectators at Barons Court station.</p> <p>There would be temporary council CCTV covering the tube and key external points once again, for crowd control monitoring, etc.</p> <p>It was noted that people tended to start leaving the grounds from 5pm, but the mass egress would not happen until Centre finished. This was dependent on weather and state of play so could be as late as 9pm.</p> <p>➤ <b>Update from The Queen’s Club</b> GH stated that he was looking forward to the build starting on the following week. He informed that this event would be Andrew Stewart’s last one as he would be retiring shortly. SN noted that she wished Andrew Stewart the best in his retirement.</p>	
<p><b>8.</b></p>	<p><b>Policing update</b></p> <p>SF, from LTA, thanked the Police for their great service and level of cooperation received this year so far.</p> <p>No issues were raised by the MPS.</p>	
<p><b>9.</b></p>	<p><b>Emergency Services</b></p>	



	AB reported no issues and would liaise with LTA regarding emergency services access for the LFB.	
10.	<p><b>Emergency contingency plans / exercise</b></p> <p>EM reported that LTA would like to carry out a less formal and more interactive workshop this year to test staff understanding of procedures. This new exercise would provide a better collective discussion whilst going through possible scenarios and questions. This would be a facilitated discussion on 9<sup>th</sup> May for half a day.</p> <p>They were inviting all event Gold, Silver and Bronze. SAG members from the LA and emergency services were welcome to attend.</p>	
11.	<p><b>Local Authority</b></p> <p>➤ <b>Health &amp; Safety</b> SN informed that contingency arrangements would be in place this year with GO taking up a greater role, owing to GS secondment to Fulham FC going forwards up to 2021.</p> <p>GS advised that he planned to visit during the build and again carry out a site checks on the qualifying weekend with TESS. Further monitoring visits during the course of the event week would be undertaken.</p> <p>➤ <b>Food Safety</b> HJ would write to Philippa Woodhouse regarding the required HACCPs required from LTA. / Absolute Taste.</p> <p>MA noted that the only changes related to Absolute Taste from the previous year was a new manager in charge.</p> <p>➤ <b>Highways / Parking Enforcement / Streetscene</b> RR reported no changes.</p> <p>GS requested for proactive pre / during event street checks by LBHF Cleansing for fly-tipping. He would discuss the issue with LBHF Cleansing.</p> <p>➤ <b>Licensing</b> Lisa White had sent her apologies but reported that Licensing was satisfied with the event as no complaints were raised the previous year.</p> <p>➤ <b>Noise &amp; Nuisance</b> No complaints were received the previous year.</p>	<p>HJ</p> <p>GS</p>
12.	<p><b>London Underground</b></p> <p>There was no representative in attendance but this issue had already been covered in the meeting.</p>	

13.	<b>Sports Ground Safety Authority</b>  No feedback had been received from the SGSA and GS would see if the Regional Inspector would like to visit the site this year.	<b>GS</b>
14.	<b>Any other business</b>  None.	
15.	<b>Date of Debrief meeting</b>  <b>TBC</b>	