

**FEVER TREE CHAMPIONSHIPS 2018 - DEBRIEF  
SAFETY ADVISORY GROUP MEETING – PART 1**

**MINUTES**

**29<sup>TH</sup> OCTOBER 2018**

**10:00am – Committee Room 1, Hammersmith Town Hall**

**PRESENT:**

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

Stephanie Needham, Commercial Services Manager (Chair) (SN)  
Graham Souster, Environmental Health Officer (GS)  
Philippa Woodhouse (PW)

**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)

**MET POLICE**

John Burchell (JB)  
Matt Burr (MB)

**ABSOLUTE TASTE**

Matthew Anderson (MA)

**SPORTS GROUND SAFETY AUTHORITY**

Geoff Galilee (GG)

No.	ITEM	ACTION
1.	<p><b>Introductions and apologies</b></p> <p>SN welcomed members to the Safety Advisory Group meeting to de-brief on the Fever Tree Championships held at the Queen's Club between the 18<sup>th</sup> – 24<sup>th</sup> June.</p> <p>Another highly successful event held at the Queen's Club with the new look Fever-Tree layout and branding.</p> <p>The main purpose of the meeting is to de-brief on the safety arrangements for this year's event and any learnings for continued improvement that the LTA are always looking to make.</p> <p>Discussions in relation to Counter Terrorism and Security will follow immediately after this meeting.</p> <p><b>Apologies were received from:</b></p> <p><b>LBHF:</b> Ann Ramage, Interim Assistant Director for Regulatory Services, Simon Paterson, Community Safety, Rima Rahman  <b>NHS:</b> Steve Waspe and Sophie Walmsley  <b>LFB :</b> Michele McHugh  <b>TESS:</b> Simon James  <b>SES:</b> Doug Adams</p> <p>.</p>	
2.	<p>Matters arising and confirmation of previous minutes (18<sup>th</sup> April 2018)</p> <p>The minutes of were confirmed as accurate.</p>	
3. 3.1.	<p><b>Report from Lawn Tennis Association (LTA) / The Queen's Club</b></p> <p><b>Event appraisal / Lessons Learnt</b></p> <p>SF opened the with a thank you to all for the assistance with this year's Championships.</p> <p>The New title sponsor Fever-Tree was very well received. The Site looked fantastic with the new colours and café / bar areas, spectator areas felt more spacious and inviting – site circulation very good with bottlenecks effectively managed</p> <p>Feedback from stakeholders was very positive, including from Club members due to improvements made to safe access during the build and break</p>	

<p>3.2.</p> <p>3.3.</p> <p>3.4.</p>	<p>The weather was kinder than last year – mostly mid-20 degrees apart from Finals weekend. No rain was experienced and so unable to test the expanded capacity on a rain delay</p> <p>The wheelchair tennis exhibition tournament was successfully delivered on Court 1 across three days</p> <p>Overall, the LTA were delighted that the event and customer experience has improved again on the high standards set in 2017.</p> <p><b>Event build / break</b></p> <p>HJ advised that the feedback will cover all the areas listed on the agenda, though not necessarily in the same order.</p> <p><b>Build</b></p> <p>The build started on Thursday 3 May in the back compound and with the installation of new safety tunnels. Then the main build started on Monday 7 May.</p> <p>Overall there was good build management by the Site Managers and two Arena foremen, and a good working relationship with The Queen’s Club via GH</p> <p>The new online advance site induction system was broadly successful, 1,415 inductions that were completed across the ten-week event period</p> <p>Three new safety routes were created for non-construction crew to use. These provided segregated pedestrian walkways through construction areas during the LTA’s tenancy. These also dramatically improved access for Members to reach the outside courts.</p> <p>There was a new 5pm daily catch ups with core onsite team to discuss key points for the next day and Member access routes worked well. This will continue these again next year, and extend them through the break period too</p> <p>Three-point PPE was enforced for all construction areas, mostly successful.</p> <p>Once again, the 1-hour extension to working hours was very helpful closer to the tournament</p> <p><b>Break</b></p> <p>The break commenced on Monday 25 June and ran until Friday 13 July</p>	
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	<p>A stricter day 1 break schedules so only contractors who were allowed to start the pull out were allowed onsite –it felt much more controlled, and the aim will be to streamline further in 2019</p> <p>Otherwise, the break was relatively smooth, and all areas handed back to The Queen’s Club was on time and with minimal damage to the grounds</p> <p><b>3.5. Accidents &amp; Injuries &amp; Near misses</b></p> <p><b>Build &amp; break</b></p> <p>There was one near miss in the build due to a momentary, unacceptable lapse in safe working methods by Arena Seating which caused a crew member to drop some steel from height (contractor re-briefed immediately)</p> <p>One contractor went to hospital during the break owing to heat exhaustion, all others were smaller cuts / bruises etc.</p> <p><b>3.6. Tournament</b></p> <p>There was excellent service from SJA, and very good cooperation between medical, security and stewarding teams to ensure medical calls were dealt with swiftly: 165 total treated (fewer than 2017) – 66 public and 99 staff. 6 to hospital (which were not event related e.g. pre-existing conditions or heat related)</p> <p>No RIDDOR reportable incidents and no injuries which were of concern to the Safety Officer.</p> <p>The new first aid area in North Pavilion was very useful to SJA so will be repeated.</p> <p><b>3.7. Event changes / learnings</b></p> <p>Attendance figures</p> <p>Total attendance for the week including qualifying: 71,028</p> <p><b>3.8. General</b></p> <p>Centre Court capacity reduced by 254 from 9542 to 9288.</p> <p>More ticket holders were assigned to the Perham Entrance and moved VIP Collection which worked well and will assign a similar amount next year.</p> <p>We added some seating and a crepe van to the boundary road which meant spectators utilised this area more than last year.</p>	
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Court 1 was made more inviting to spectators by changing the internal layout and opening the marquee sides which led to a lot more public using these facilities.

The South Pavilion courtyard was well received and connected the two spectator cafes. The change encouraged people to use the furthest end of the South Pavilion as they could see there were services in this area.

The LTA worked with the caterers, Absolute Taste to improve the design and queueing in the cafes and speed up service. The new offering was well received and received many compliments.

Movement Strategies installed cameras into the catering areas to look at queuing and layouts and reported an overall improvement to 2017 and some tweaks to make for next year.

There was not any rain delay again this year our contingency plans were not tested however the LTA remain confident in its planning.

Improved Centre Court sightlines were made by redesigning the corners and increasing the rake of the North Stand. There were a handful complaints about sightlines, but the LTA are confident the 2017 sightline issues have been resolved

A new cleaning and waste management provider delivered an excellent standard of cleanliness, which was commented on several times in the customer satisfaction survey.

The back-compound marquee worked well however other options for the modular kitchen will be investigated as it didn't work for the caterers.

### 3.9.

#### **Feedback – Complaints / Praise**

##### **Stakeholders**

There was lots of positive feedback from stakeholders regarding the new colours and general site look. People felt the event was much more inviting and that Fever-Tree was a great fit for the tournament.

Many of the key event staff and long-term partners said the 2018 event was the best they can remember

The LTA received a 'Very satisfied' customer satisfaction score was 61% (2017: 41%). The Insights Team told us that this increase is exceptional.

##### **Residents**

Overall the LTA didn't receive many complaints from residents

2,077 local residents attend (2017: 1,394)

<p><b>3.10.</b></p>	<p>Some residents complained regarding noisy drivers from 5am deliveries and a few lapses on noisy works during the break – re-briefed and will brief again ahead of 2019</p> <p>Complaints were received about HVM noise. To be covered in the Part 2 SAG meeting</p> <p><b>Command &amp; Control</b></p> <p>EF advised the EMT worked well together, with Bronze, Silver and Gold structure. There were twice daily EMT briefings were conducted to pre-empt and debrief on situations which arose. No difficult situations did occur, but if they had, there was confidence in the teams in place to handle this</p> <p>For the first time, an Amber Alert evacuation planned rehearsal took place before gates opened on the Tuesday which highlighted some areas which needed improvement and re-briefing.</p> <p>This will do this every year as standard now to keep testing the plans</p> <p>The ECC functioned well, further streamlined radio traffic going through the ECC controllers.</p>	
<p><b>3.11.</b></p>	<p><b>Traffic management / road closures</b></p> <p>EF confirmed there was good service from LBHF Parking team on the numerous parking suspensions – There is now a good scheme, apart from one suspension which had to be applied for on one days’ notice to facilitate the HVM barriers on Comeragh Road</p> <p>This will be applied for the same again in 2019 unless something unexpected occurs</p> <p>Tried an extension of the CPZ D &amp; H hours of operation in Musard Road, St Dunstan’s Road and Margravine Gardens – no feedback was received from residents. Christiaan Ulys (LBHF Highways) is sending a simple feedback form to residents to see if they are in favour of extending the hours of operation every year.</p> <p>Road closures will be covered in more detail in Part 2, but in general the LTA were very happy with how the extended road closure hours worked</p> <p>SES managed the implementation and removal of the road closures under direction from the ECC, then handed over to Stadium TM staff to manage the HVM barriers</p> <p>There was much calmer exit from the grounds and there was no need to worry about ingress timings as the roads weren’t reopening at 1pm</p>	

<p><b>3.12.</b></p>	<p>No complaints from residents on the traffic management scheme apart from:  There were a handful on HVM relating to noise and inconvenience (covered in Part 2 of the SAG meeting). The one which came in via a councillor related to Uber pick ups</p> <p>The LTA often hear more at the next Residents' Forum so will keep the SAG posted.</p> <p><b>Ingress / Egress Crowd Control</b></p> <p>SES managed the external stewarding plans from Barons Court and West Kensington stations to the two pedestrian entrances – no problems reported, no data received from TfL on the entry/exit profiles from the stations yet</p> <p><b>Ingress</b></p> <p>General admission queues were long on day one, but the team took good advantage of being able to reallocate people to the other entrance to reduce waiting times, most often moving the rear section of the Palliser Road queue to the Perham Road entrance. GS advised there was only a max waiting time of 15 minutes when the queue was at its longest.</p> <p>Overall, Palliser Road felt less crowded than in previous years as it benefited from VIP Collection and more spectators having been moved to Perham</p> <p>The queuing system was amended at Perham after some confusion from spectators on day one, then coped very well with the higher volume of spectators. This entrance is now well utilised and at capacity and will continue with the same quantity in future years</p>	
<p><b>3.13.</b></p>	<p><b>Egress</b></p> <p>Having the road closures still in operation vastly improved the safety during egress</p> <p>Data from the counting cameras and onsite observation showed that slightly more spectators voluntarily used Perham Road to exit than in 2017, perhaps showing that returners are getting more used to it being available to use.</p>	
<p><b>3.14.</b></p>	<p><b>Stewarding</b></p> <p>Event Stewarding team did an excellent job, led by Head Steward Mark Ellis</p> <p>There was lots of positive feedback from spectators in post-event surveys on how friendly and helpful the stewards are</p>	

<p><b>3.15.</b></p>	<p>Successfully employed for the first time over Qualifying Weekend to assist spectators and manage court access during qualifying matches</p> <p>133 stewards, of which 46% were returners and 92% completed our new bespoke online training course (devised by SES) which tailored the standard NVQ L2 course to our event.</p> <p>GG queried the validity of on-line training as there was no assessment. The new Green Guide will be published tomorrow and there and will set out further minimum training requirements.</p> <p><b>The Queen's Club review</b></p> <p>GH reported that the safe walkways were very well received by Members. The event went very smoothly for the Club.</p>	
<p><b>4.</b></p> <p><b>4.1.</b></p>	<p><b>Feedback from Local Authority</b></p> <p><b>Commercial Services</b></p> <p>GS advised that he did make a number of visits during the build and did have to raise with security to ensure members use the safe walkways on one occasion.</p> <p>On the Friday before the Championships the site was extremely busy around the North Pavilion and there was some concern about the site safety raised by the Foreman in view of the works taking place and pressure to complete. EF advised that further streamlining would be required for next year as the contractors have enough time but do not use it as efficiently or don't make it known about the problems.</p> <p>GS advised that he carried out a site visit health and safety inspection with Hannah Charlton (TESS) and there were very few snagging issues to be attended to. This approach worked well and the site was in very good order by Monday opening.</p> <p>GS did admit that he should have made advance contact with LBHF Cleansing Services about the extended road closures and arrangement in place to enable vehicle access as there are two rubbish collections during the week of the Championships. Contact was made, and the service was also engaged to clear fly-tips,</p> <p>GS commended how well the event was managed during the Championships based on the various visits he made during the week and various times to monitor standards being maintained and crowd management.</p>	

	<p>PW confirmed the food safety standards with Absolute Taste was very good. The kitchens were again very hot and would benefit from AC. An additional wash hand basin was required in one of the kitchens.</p> <p>In terms of The Queen's Club operation PW advised this was good too. But did recommend improved refrigeration measures for plated foods (salads) etc with a preference for walk in chillers as opposed to display cabinets which struggle to maintain an adequate temperature at times.</p> <p>MA advised that apart from the staff feeding area being too small compared to last year everything else was all good from his perspective.</p>	
4.2.	<p><b>Highways / Parking Control</b></p> <p>GS advised that a debrief meeting held on the 25<sup>th</sup> July with LTA and LBHF. Notes of meeting were issued. Part 2 of the SAG will cover other highways matters.</p>	
4.3.	<p><b>Licensing</b></p> <p>GS confirmed the LBHF / MPS Licensing officers visited the site on the Friday and had no concerns. EF discussed the need for a new DPS for next year's event and that the LTA want to investigate changing the sale of alcohol areas in the Premises Licence to give more flexibility</p>	
4.4.	<p><b>Noise &amp; Nuisance</b></p> <p>No feedback received.</p>	
<b>5.</b>	<p><b>Feedback from Metropolitan Police Service / British Transport Police</b></p>	
5.1	<p>No issues were raised by the MPS. EF expressed how appreciative the LTA were for the additional support and advice received from the whole MPS team, including Project Servator. EF hope this will continue next year. MB advised he believe the support would continue in the future</p>	
<b>6.</b>	<p><b>Feedback from LFB</b></p>	
6.1.	<p>GS advised that the LFB did send their apologies and did not have any feedback to make. No joint event inspection was carried out with the LFB this year,</p>	
<b>7.</b>	<p><b>Feedback from LAS</b></p>	
7.1	<p>GS advised that the LAS / NHS were happy with the site and planning arrangements in place. EF confirmed the LTA had received good support from Matt Shute and team, who worked very well with SJA and came for site visits during the week to see the operation in action.</p>	
<b>8.</b>	<p><b>Fever-Tree Championships 2019</b></p>	

8.1	<p>The following information was supplied by the SF / EF and HJ.</p> <p>Residents' Forum: Tuesday 19 March 2019  Build: Tuesday 7 May - Friday 14 June  Qualifying Weekend: Saturday 15 - Sunday 16 June  Tournament: Monday 17 - Sunday 23 June  Break: Monday 24 - Friday 12 July  Same event format and timings  Wheelchair tournament will continue: 12 singles draw so will be selling  Ground Admission tickets for the weekend  Same key suppliers</p> <p>2019 challenges</p> <p>Investigating Court 1 capacity</p> <p>Continue to streamline the Build and Break to give some contingency  time for inclement weather disruptions</p>	
9.	<p><b>Any other business</b></p>	
9.1	<p>SF mentioned the Queen's Club planning permission re. development of  the Back Compound. This would be a consideration for 2020 tournament  if it happens</p>	
10.	<p><b>Date of next meeting</b></p> <p><b>TBC</b></p>	

