

**FULHAM FOOTBALL CLUB
SPECIAL SAFETY ADVISORY GROUP MEETING
(Behind closed doors matches / COVID-19)
16TH JUNE 2020
(Online meeting – Microsoft Teams)**

Attendee List.

LBHF	
Stephen Hollingworth	Assistant Director Leisure, Sport & Culture (Chairman)
Graham Souster	Environmental Health Officer
Geraldine O'Grady	Environmental Health Officer
Michael Masella	Highways - Network Management
Lee Currie	Highways - Network Management
Janet Nairne - Uys -	Highways - Network Management
Christiaan Uys	Highways - Network Management
Keith Stevenson	Parking
Robert Spry	Parks Police

Fulham Football Club.

Darren Preston,	Chief Operating Officer (COVID-19 Officer)
Chris Baker,	Head of Safety (Safety Officer)
Steve White,	H&S Manager / Deputy Safety Officer
Justin Yeoh,	Club Doctor (COVID Medical Officer)
Marcus Griffin	Medical Co-ordinator

Sports Ground Safety Authority.

Geoff Galilee.	Regional Inspector
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Metropolitan Police Service

PC Tony Delamo	(FFC DFO)
PC Kris Cardwell	(MPS Licensing)
Matthew Jenkins	
Mark Biggs	(CTSA)

London Ambulance Service

Matt Shute

London Fire Brigade

Brett Loft

TRANSCRIPT

Steve Hollingworth opened the meeting with apologies from LBHF - Stephanie Needham, Ian Hawthorn and Katy John (NHS).

SH So you have all had the agenda and a lot information has been circulated so thank you Darren and your team for that. We shall commence with your presentation Darren based on the items on the agenda and maybe we with pause after the risk assessments to deal with the Covid-19 before we move onto the stadium facilities and security, but I know they are all interlinked, just to give you a break. So over to you Darren.

Owing to technical issues Darren Preston requested a pause as he was trying to get Doctor Yeoh onto the call.

SH requested Geoff Galilee to report back on behalf of the SGSA.

Sports Ground Safety Authority advice

Geoff Galilee SGSA

GG We issued guidance to local authorities on matches without spectators a couple of weeks ago. Clubs are aware of the guidance and what we would be expecting. DCMS are fully aware of it and we've been working on various stages of coming back to elite sport on the protocols that the governing bodies have produced, we've been involved in the drafting of it.

As far as our guidance to local authorities, starting at Safety Certification, Safety Certificates still apply for these behind closed door matches because of the wider definition where it applies to everyone in a ground whether they're spectators or not. We've told local authorities that they should put in a condition into all certificates which was in the guidance, which states that the club when this sort of match is going ahead they need to comply with the government guidance or emergency regulations and the guidance has fallen out of that, i.e Stage 3 return to competitive sport. That condition will hopefully go in at some point and local authority will have to advertise that as well as part of the process. We don't expect lots of work going into those certificates because we expect that condition will be complied with by the very document you produced in response to the EFL in your case, you've had to produce a policy, operational plans and a risk assessment, so if that hasn't already been agreed by the EFL, the local authority should be looking at it and that's the operational plan that you're going to operate on these particular matches.

We notify local authorities as well that yes this is all about behind closed doors and the COVID emergency but some grounds have almost been mothballed, staff furloughed so health and safety, ground safety, life safety systems, you still need to be on top of and ensure that everything is working and is maintained and where necessary, certificated before these matches take place. There is also ongoing counter terrorism, security measures, so you need to be on top of those as well.

We referenced the medical provision saying that whilst we know that the EFL model is based on the Premier League model, they are saying that you should have certain doctors on board but we're saying as well that your medical plan should be reviewed for these matches and you assess them accordingly and that's not going to have all the same requirements that you have for normal matches with spectators. That's for you and your medical team in liaison with the LAS to decide what facilities you do actually need. We're talking facilities outside of what the governing body is talking about in respect of players which is something we don't get involved with but whether on these particular matches there might be a bit of crossover in provision, certainly there may be with regard to paramedic provision for the pitch, you need to look at that and we would expect medical plans to be totally different for these events because you're not

going to have the numbers of people but you need to be aware of the issues that COVID brings and also what the government body might be suggesting you should have.

We remind that all the other legislation applies, Health & Safety at Work Act is very relevant because all the people who are going to be in your ground on the day effectively are people who are at work and although the Safety at Sportsground Act does cover them, that Act is still in place as well and very much relevant as regard risk assessment.

We also remind local authorities that its up to them as to what they're going to do as far as any match visits. From an SGSA point of view we will be visiting every ground in the Premier League and the EFL where a match is taking place; we're not going to visit all matches, initially we were looking to visit every ground and only falling out of those visits might we go back and do a subsequent one at certain grounds. For instance I will be coming along on Saturday for the Brentford match, but I'm not planning to do any more visits, I'd only come along for some specific reason. Its for the local authorities to make decisions on what match visits they're going to do.

Policing, the message at the moment is unless there's intelligence that suggests otherwise, you're not going to have the same degree of policing at matches that you would normally have.

Presentation on COVID-19 Behind Closed Doors plans

Darren Preston – COO

DP We will make the suggested amendments most this meeting with anything else that comes from today. The EFL haven't commented yet. The way we've approached this is to answer their requirements for step 3 return to competition. In doing so we've hit a number of operational plans that change. Later in the document Chris Baker has reviewed the rest of our risk assessments and noted one or two of those things that have changed. Our operational manual stays the same, its surprising how difficult it is to run a game with no fans.

List of contents. Our club COVID 19 statement; we've had very little guidance on what form this should take so this our punt at it. Its been in place with our players since step 1. It's a technical problem why Alistair's signature didn't come up, but its signed by all three of us. I'm the COVID 19 officer, I'm also the stadium COVID officer. Dr Yeoh is our COVID 19 medical officer.

The Stadium Plan: we thought it was worth highlighting some of the limitations with our stadium, all of you know what they are but we have a listed park at one end, a park and some flats at the other end, a river on one side, a stand that we've demolished and a residential area to the front of the stadium. When clubs talk about COVID 19 using their car parks for temporary portacabins for changing facilities etc, its quite complicated for us to approach this, hence the number of diagrams and detail in the document. I think you'll know what the inherent limitations are.

We've been asked to delineate the stadium into green, amber and red zones which has allowed us to get an almost front of house and back of house and back of house and the playing areas. We will use the Hammersmith stand as a back of house for staff check-in, broadcast check-in. The amber zone we're going to seat our written press and visiting directors in there and then we'll have a few people in the Hammersmith stand and the Putney stand such as photographers and some overflow staff, they will be socially distanced, but the main stand that's being operated in the Johnny Haynes stand. The FA have asked us to designate another toilet, which we've done, it will be in the final amendments in the next 24 hours.

Behind closed doors seating, a few last-minute changes from EFL, they now need another three radio positions, so this document will get updated. One of the challenges with the stadium is because it's quite

tight, one-way systems are more complex than I would like. We have a number of vomitories that will be taken out of action because they empty into the overflow area for the away team. In fact, we've just noticed over the last 24 hours that there are two more vomitories to the right-hand side of this diagram that need to be blocked off because they empty into the away dressing rooms. We're working with our architects to tidy up the one-way system and make sure it works. It may be that it's a one way system that reverses for exit, so getting people from the seating deck to the toilets because they can work in a circulatory motion up and down stairs in the vomitories but the exit may need to come out the way you came in. We are going to banner off the front of the stand, it's the pink at the front, not the pink at the right. The pink at the front will have tarpaulin advertising banners but we maintain the walkways and vomitories in all instances.

Doping Control: We are going to end up with doping control that answers the FA's requirements. We will have a doping control office which is our Flag bar, they don't wish to use the toilet in there, they do need one that's eight square metres and thankfully the public toilet which won't be in use next door is just a fraction over eight square metres, so they'll have that and use the photographers room as a waiting room.

COVID 19 isolation room This is in the police room, its close to the first aid room and we will operate through there in the green zone and just under the stand. We're hoping everyone gets filtered out before they get into stand but this is for any members of staff, the directors who may need to be isolated until we can action their departure from the stadium.

Cleaning: it follows the government guidelines for nonclinical settings, we then have some additional requirements around the players and the red zone which will be executed on the match day so they're sanitised at half time, during drinks breaks. We've got a ball cleaning procedure when the ball is thrown back from stewards to our staff around the pitch who will then clean the balls, put them back in for throw ins. We are using some bio fogging for additional anti bac cleaning on match day minus one. All cleaning will finish 3½ hours before kick off, that's a note from the EFL.

Travel: Given the fact that we have no car parks and our players have to arrive socially distanced, this was our biggest headache to resolve. We've done it using three coaches from Fulham, Brentford are also three coaches so we are a total of six team coaches arriving at Craven Cottage and everybody is encouraged to come by anything else other than public transport unless its absolutely necessary. We've got four car parks in use as well. We have put in the TMO, we believe it gives us some additional benefits around arrival but also as an outer check in point for our zone X activities and some deterrents in the counter terrorism sphere that we're cognisant of.

Accessibility: We haven't been notified of any so we will use those places for things like doping control and additional overflow seats for staff.

Team Arrival: There is the coach compound, its being set up from just past Finlay Street to Greswell Street, its one way in, one way out, they will park nose to tail. We believe there's enough space that those coaches could arrive at the same time and players be socially distanced, not congregate as they enter the stadium. That will be manned by Chris' staff from the outside. On the inside It will be manned by club security in the red zone because everyone has to be CAT tested for the red zone. We've got fire gates in that area, its stewarded front and back, we will open those to allow people to escape from the Johnny Haynes stand or in the event of an evacuation was needed. Its manned at all times.

We will use the normal route for arrivals down Bishops Park Road and instead of reversing and going back up Finlay, at the end of the game we will take them out of Harbord Street which is the other street that can take team coaches, its where the broadcast vehicles exit from.

So there's been a big effort to ensure that players don't congregate and maintain social distancing, they will be socially distanced on the coach and temperature checks, we are hoping we can sort this out between the two COVID medical officers so that we don't have queues of players. If the COVID doctors can confirm that all their players have all got appropriate temperatures, we'll take them off the coaches as already cleared temperature checked. This is the procedure that's drafted in here which is the one we would prefer to take.

We've had to socially distance the changing facilities which has meant spreading both teams over larger areas. We've got players changing all over the Cottage, all over the press lounge. We're using a new £1 million bar as a medical room. This is a departure from our operating procedure, normally an ambulance would reverse almost into the Cottage forecourt but because of the bus parking they will reverse to Gate 1 and the player would be taken to that location through the white gate. That's maintained as a clear route, so our players can be taken to hospital – god forbid, through that route.

Paramedics: All four of our pitch medical team from SATs and a couple of other companies, they are being tested on Friday, we will have a crewed ambulance on site as well. No LAS and we're utilising club medical first aiders etc for staff and manning the first aid point for the few people we have on site. If we have a situation where one of our paramedics can't be tested or isn't available on the day, we have a contingency in place which is approved by the EFL medical team.

Awaiting Facilities: They will access via gate 20 into the concourse, Johnny Haynes stand and then go through press lounge and they're spread across the press lounge the concourse, it's the segregation area that we used to use for the Europa League games some ten years ago but the gates are still there so we're able to segregate the Johnny Haynes stand and use it for some additional changing.

Technical Area: We've had to socially distance our players, our coaches, our fourth official. The architects have devised a plan, we will be killing seats and marking those as not in use. There are two paramedic positions. Officials will be spread out over four interview rooms, they will park at the back of the stand, they're going to use the four interview rooms and they will shower in shifts, as both teams will shower in shifts because we can't socially distance in our showers. The officials will have to go one at a time, the players are about four at a time.

Zone X: We've identified that as our TMO area. We've developed a Zone X response plan to gently challenge people who look like they may be fans coming down to see the teams off the buses. Steve has got an escalation plan of that as well.

Match Day Personnel: They will enter through Gate 50, temperature checks, check that they've been screened, given their accreditation, socially distanced to be given their deployment, briefings etc. The club reps and scouts, they'll use the Cottage reception, there's Perspex screens being deployed in there so they can be greeted and sent on their merry way.

Contractors: They follow the same routes as staff.

PPE: There is PPE for club medical staff, paramedics, ambulance crew and for everyone else its masks and we have sufficient additional PPEs should you forget yours Graham or Geoff!

Broadcast: This is as normal, they will operate from their usual spots. They've given us a full risk assessment, its very detailed and they're busy responding to this document so they catch anything they need to know when operating in the red zone and the gantry because of how tight our stadium is.

The TV Gantry: Its footprint is effectively in the building site but accessed from our hoarding line, its very close to the *inaudible* its red, so that people can access it but our management plan is they won't be able to access it after the warm up has started and they can't leave until the players have left the pitch.

Camera Locations: They are noted here, standard eight camera but nothing pitch side, everything is behind the LED line. We have an in-house TV production which we've had to socially distance.

Media Seats: These are a burst out from the earlier seating deck plan, that will be updated as we bring in the extra radio guys.

Accreditation System: This has been heavily reworked to include screenings, opt ins, opt outs. Media is being issued by the EFL system that they operate. Those have been changed to include the screening and the new match colours.

Matt Shute – London Ambulance Service

MS Because we're not there, the TMO being in place is going to encompass a number of residential properties, what you don't want is an ambulance rocking up surprising security. We've got a process that we would normally send out to event medical providers. The event medical provider phones into our control room, gets a CAD number and leaves a contact phone number so we know who to contact, I'll send that to you, I can reword it for Fulham football matches, that will give you a reference point if you need to call us.

Geoff Galilee – SGSA

GG You didn't mention it but I saw in the EFL protocol and I've seen it mentioned in other club plans about trying to reduce contact points, leaving some doors wedged open. Whilst we understand that, we've also got to, if you were thinking of doing that, to remind you that doors normally have a purpose, a lot of them are fire doors. Whilst we've not got the numbers of people in the ground, you still should be aware, if you're thinking of doing that, then you certainly remember to close them all at the end of the day to protect the property.

It may be something only the Premier League are looking at, but some additional kit being brought in to stands such as big screens which have this sort of display on, so presumably fans can be on there when there's a goal scored.

I noticed on the side of the pitch, riverside, you've got Heras Fencing quite close. Is that there as a dividing line between the players and the construction site and is that considered safe if you've got a player ...

Darren Preston

DP Its gone back now. Its as it was, literally in the last three days they've put the Heras fence down and reinstalled the gantry.

In respect of open doors, we are quite fortunate with how open our lovely old ground is, we don't have many internal concourses. We looked at a few of the open doors that we might leave open, things like toilets where its really high contact points, we might prop one or two of those open but we will include that in our close down procedure, making sure all of that's closed. Other than the canvas hoardings that's going across the front of the Johnny Haynes stand, we currently have no plans to bring in any big screens, we might have a bit of canned atmosphere, so crowd noise which would be unusual for Fulham FC, so I'm not sure its going to be entirely authentic – oh god I'm being recorded! Not for the minutes.

Graham Souster - EHO

GS About the open doors, a lot of the COVID guidance we try to encourage good ventilation, be it in your control room while you're operating, I know you're going to have reduced numbers, but that would strike me as a confined working space. I think things like that we should look at, certainly on the Thames side box.

I notice with the gantry that you've got two staircases on there, before you just had one which I think is a good thing for escape purposes. Is that going to be a one way up and down system for the camera personnel?

DP We've got an issue with Sky that they don't want to share the gantry so what we're going to do with the stairs is we're going to use the side nearest Putney as the analyst stairs and the side nearest Hammersmith we will designate as Sky's set of stairs and we're going to put a Perspex screen to stop bodily fluids etc going left and right. Otherwise Sky were going to prohibit any access to anyone else and keep the 24 metres for their six members of staff, so that's how we've had to approach that.

GS I assume there's no TV studio usage, they're doing it remotely?

DP They will have pit side interviewers but the rest they will do remotely. We will have our commentators in the stand, the Fulham TV room, you've seen that, it will be manned by three people, they will be socially distanced with Perspex screens, doors open etc. Its pretty light touch but fiendishly complicated.

GS Thanks for letting me see the operations plan, which I was impressed with. On the zonal plan, on the Putney concourse, there's a purple section there, is that supposed to be green?

DP It's the building site. There's actually a big hole in the ground at the moment.

GS The extension for the pipe, thank you.

Justin Yeoh – Club Doctor

JY In terms of the congregating, there's going to be a hotel stay for home matches so I plan to screen them and do their temperatures at the hotel before they get anywhere near the stadium. Throughout this process we've had to encourage the players and the staff about social distancing, hand hygiene etc and that will continue. While they're at the stadium we will police that as much as we can. We've been trying to improve and educate them on a daily basis, that will continue throughout. I'm going to the stadium tomorrow and have a proper look round and iron out any other issues there may be. There will be myself and the other club doctor, Nigel, at home games.

The isolation room will be manned by another paramedic, I'm meeting with the head paramedic tomorrow.

I've already been in touch with the Brentford doctor about the processes and will do for the other home matches so we're all prepared. Hopefully from a media/squad point of view as well as what Darren has put together hopefully it should be smooth.

Matte Shute – London Ambulance Service

MS I've not seen any of the EFL guidance around the extra stuff, so I'm going from stuff I've learned from other meetings. Club doctors in the red zone, say someone is poorly or needs to go to the isolation room, are

they owning the overall responsibility for everyone in the ground, red and amber. How does that work? Or are the club doctors purely looking at the red zone and if something needs escalating in the amber or green, is there another way for the Fulham medics and the paramedic in the isolation room to escalate that?

JY If anyone needs to go into the isolation room then the paramedic is duly trained so they can assess said person and decide if they need to go to the isolation room, do they need to go home, do they need to call an ambulance, but that person will be in contact with our "spare" doctor, the other club doctor for advice. If I'm honest, as COVID medical officer, yes we do have overriding control of all the medical issues within the ground but at the same time given we're in the red zone, if we have to leave the red zone and potentially have contact with someone in the green zone who hasn't been vetted and tested, then we're putting ourselves at risk and thus the first team at risk of losing a doctor or two for the remaining games, we trust the paramedic who is in the isolation room and they'll be in contact with us via telephone if need be. There should only be three scenarios where we've got COVID symptoms but you're well enough so you can go home, you're unwell so the paramedic will call an ambulance; not our own ambulance, it would have to be an NHS ambulance or you're fine to continue; you don't need to go into the isolation room, you don't need to go home, you can continue with the work you're doing, its something else like you've got hay fever or something.

Darren Preston – COO

DP Our stadium risk assessment is designed to deal with COVID and the issues it brings and the limitations of our stadium. We are busy rewriting things like manual handling policies which now need a COVID section in their own right but the principal piece of this is social distancing, hand hygiene, PPE, its that type of approach. We've built on our Craven Cottage assessment for Monday to Friday which is a document that Steve White put together and then we've added things that are specific match days so you'll see we've got modifications to the stadium to ensure facilities can accommodate social distancing, physical measures to assist. There's a no spitting, or hand shake policy. Some of these are particular just to footballers but many of them are relevant to us and anyone visiting the stadium or heading down to the Garden Centre this afternoon. We've answered some of the risk assessment things by developing the operational policy but our stadium risk assessment talks about leaving doors and windows open; we've implemented a system of testing and screening and accreditation for match days that are different from non match day. We have health questionnaires. We've screened or are in the process of screening our staff for COVID 19 risk factors and how they may impact on people – we've effectively stratified our staff. Contractors will do their rounds and will include COVID. We've got specific enhanced guidance for paramedics that you've seen. Cardiac arrest has its own approach now. Congregation is dealt with, we're not catering on site safe with players, there's no food, bottled water. RIDDOR is mentioned there by Steve. Having slept on this for a couple of days now, I think I've not adequately dealt with the risk assessment around coach arrivals and the justification in this particular document for the coach compound; I think we've jumped to the solution rather than capturing the problem in this risk assessment so over the next 24 hours I'll put in a paragraph on the coach arrival because I think it deserves it. Its what gave me and latterly Chris Baker, some sleepless nights so I think it deserved a paragraph in the stadium risk assessment because its substantial enough.

As the doctor alluded to, whenever you put people in, that's when they fall down so there's also club inductions that we're rolling out. There's steward inductions, there will be specific briefings and that's where I can bring Chris in to talk about some of those things and his plans.

Geoff Galilee

GS We've put it out there that we're going to be visiting but our role is to assist you and if there are areas where we can help, we will. We totally accept that after the first match I'm sure a lot of grounds will be revisiting their Op plans or their risk assessments because as you say, as soon as you get people in that's what tests them.

Graham Souster – EHO

GS After the first match its going to be crucial to learn from it, I think you've done a good job in terms of your planning because we all know the constraints of Craven Cottage. Darren, I think your right about the coach park and how that going to be run, we do need to look at how that's going to run and also the stewarding of it. The players are all CAT screened whereas the stewards and how they're going to interact with the coaches and business is as normal, as we know, the areas are getting busier with Bishops Park, is quite a key thing.

In terms of the bio fogging in the red zone, in terms of your fire alarm systems, do they have to cover the heat detectors. I wouldn't want them to cause a problem if the fogging affects the alarm systems.

DP I'll check it out, I don't have the detail but leave it with me.

Chris Baker – Head of Safety

CB Can I place on record firstly my thanks to Darren because it would have been very easy for the club to have made my COVID officer which I think with my ever growing knowledge of the club and the personnel, would have got easier as it went on, but initially it would have been completely daunting and I would have floundered, so Darren thank you for taking on that difficult role for me, I appreciate that massively. Its enabled me to have a better understanding of the club, the personnel and the layout.

I had a good walk round yesterday. We put a draft stewarding plan together. At the moment we've gone up to about 75 staff, that includes TMO and various others. The Hammersmith stand, other than a few photographers and some overflow staff, that's it in there. We've got a constant safety steward in there monitoring the situation and a second one who is a redeployment one, so prior to the match the one in yellow will actually go out and be part of the engagement process outside and we'll supplement the other staff that we've got outside. There are stewards on gate 50.

Moving to Johnny Haynes. We have press entrances coming in through reception, that's manned. There will be a cursory search of media guys with their bags at that point; it's the normal press stewards that will perform that, they will maintain social distancing. They will be asking the media guys to open their bags and show us what's in them from a distance, and if anything needs to be moved, the person themselves will move it. They are within the coach cordon. To get into that area they have to show their accreditation, they will come through the coach compound. So gates are manned for emergency purposes as normal, everything there is in the green zone. There's the gate stewards for emergency purposes, the press will all come in through the reception and they will go in through the concourse and straight through the vomitory and take up their seats in the stands. We have stewards located on the UEFA Gate to prevent access into the red zone where the away club are going to be. We will have a number of response guys outside who will be patrolling Stevenage Road. Two fire stewards on duty who will perform their checks before we go live with the red zone which is 3½ hours before kick off. They will then be patrolling throughout, predominantly the Johnny Haynes stand or ready to respond to incidents in other areas, if required.

Moving onto the seating bowl. Along where the red zone is going to be, the vomitories that lead into the red zone, we are stewarding those vomitories to prevent access into there. The number of people in that

area is very very limited – we're looking at probably less than 20 people based in those three blocks. Obviously we've had to consider that we would do in an emergency for them, the stewards will be briefed that in the event of an emergency, they should direct the people that are located in those bays forward to the front of the stand where the steward located at the bottom, J11, will meet those people and escort them to safety. That will either be onto the pitch or, if safe to do so, they'll take them out of the Cottage Gate and direct them to Bishops Park. The other blocks, the stewards will direct people out through the vomitories and they will go out of the exit gate in the normal process, as they would do normally. We have a supervisor looking after the whole of the Johnny Haynes stand. We also have our chief steward, Paul Clements, will be us.

The Putney stand, the same arrangement as Hammersmith, a constant steward in there from the beginning, with that one steward that will be outside and will pair up with the steward from the Hammersmith end and they will assist the security guys outside, patrolling and engaging with customers.

The forecourt area, within the red zone is going to be looked after by James Mahon and his team, so these aren't my stewards, they're on the deployment sheets, they're on the total figures but his team will look after the forecourt area and the Cottage and the away changing room and respond to anything within the red zone.

The gate (blue dot) manned by the security guy, this is where the officials will enter and they will park within this fence line and into their changing rooms. This steward here is one of mine and that's accessed into the Putney concourse, we man that one. If we need ambulances, this the gate that the ambulance will turn up to and we'll direct them appropriately.

This is a new document with the new compound layout. We are usually three of the normal TMO staff that look after coach parking in Fulham Palace Road to assist us down at our coach parking for the team coaches. At either end you'll have one of those who will be paired up with one of our SIA officers and they will man the outside of the coach compound, at no point will they go in. They are purely there to monitor who is approaching the gates, to open the gates at the required times and to keep it secure. They're on radios direct to the control room; anything within that area will be looked after by James Mahon and his security team, so we are there to open the gates and to keep that compound secure. There's a spare one we can move to reinforce areas if we need to but they're predominantly keeping an eye on the externals.

I've got pairs of SIA who will maintain social distancing but they've been given specific areas to patrol and that's all about the engagement with potentially arriving supporters, although there is no intelligence to say that supporters are going to turn up but you may get the odd one or two that decides to attend. At the moment I have no specific intelligence to say its anything more than that. I have two redeployment stewards who in the peak time up until kick off will give us some extra bodies just to patrol around.

Externally from that, we decided early on that we would like to keep the TMO and thanks to the council for your assistance, I appreciate it was shorter notice than normal and things have changed within the last 24 hours. We've decided to keep the TMO in because it gives me a good outer cordon around CT provision and around the early engagement and also to give us some pre-warning if groups of fans are arriving, we can move staff into place earlier to engage. Outside we've got 20 plus staff. What we haven't shown on here is that we're going to have five additional staff on standby that can back things up as well, so if need be I can send more staff outside.

Zone X car parks. We're using the schools, this shows the number of staff we've got located in the car parks. We have two control room teams because its no good Steve and I both being in the same room and both of us going down with it, so we decided to set up two control room teams. Initially for this first game Steve, Mo and Joe will be in the control room, I'll be wandering around to make sure everything

we've put in place is happening as it should be. Steve, myself and Paul Clements are being tested on Thursday so we will have access to the red zone, I'm about to do the referees briefing now around the processes for evacuation and my thoughts from the initial process is that we will deploy the chief steward to liaise with the fourth official and we will ask the officials in their briefing to move the players and all the staff across the far side to the riverside hoarding, while we deal with evacuating everyone else and then we'll make a judgement on where we're going to take the players and the officials, dependent on the situation. That will be my instructions to the referee. We will swap teams for the second game.

Public medical, looking after green and amber zones. We have four in-house medical staff. We will man the medical room in the Putney stand and that's being manned by the Pattersons, one is an ambulance member of staff and one is a former cardiac nurse and then we've got two other first aid trained staff who will be on call for the rest of the stadium.

We had long discussions about club doctors and I bow down to Marcus's advice; our club doctors are extremely busy and are working in environments with COVID and we felt that actually a paramedic in that room was equally as good as a doctor, they can make a call on what the situation is. They have the ability to link with our club doctors and we made the decision that we felt that was more appropriate than dragging away one of our club doctors from the important work they're doing.

Pitch medical. Stretcher bearers are provided from within our first team medical set up, so we're not bringing anyone from outside in to look after that and we have our ambulances for the teams.

That's our stewarding deployment, its being tweaked as we go along. I think we're close to the final deployment numbers now, having those five extras will assist us.

Darren Preston

DP We've had some additional photographers added by EFL, so Chris has deployed some extra press stewards in the Putney and Hammersmith stands so I think that's a total of three now in both of those stands to deal with those guys wandering around as photographers like to do.

CB The zone X plan, much is repeated from the other one. We haven't used the coach parking in Fulham Palace Road because there's no coaches coming in other than team.

Pre-match, we've talked about fan engagement. The EFL have the return journey protocol that they're putting in place and all their messages. We're also doing initiatives with our players, the manager on various different media to engage with the fans and encourage them not to arrive at the ground and we're working with our fan groups. Match day there will be information on the club website and social media.

Our stewarding interaction is "Challenge Politely" and that will start at the outer point along by Bishops Park, Hammersmith end and on the TMO. Advise them if they get to the ground you won't see anything, there's a cordon and compound where the players are offloading, you're not going to get anywhere near the players and you're not going to see anything and advise them they're better off watching it on Sky. Obviously, we will be advised as to who is approaching. Tony and his team will be there to assist us in the process.

Christiaan Uys – Traffic Orders Team

CU I understand the TM going in in terms of the road closures, I want to clarify, zones X and Y have match day controls. Are they kicking in on Saturday in regards to parking controls? Normally its Monday to Saturday 9 to 5 and on a match day it becomes 9 to 9.30 and there's a max stay that comes into operation, instead of

eight hours, it's a one hour max stay, so I wanted to check if that's going in as it always does on a match day?

CB As far as I'm aware, we're doing it exactly the same as normal.

Keith Stevenson – Parking

KS Everything is in place for a normal match day. The Ringo RVP has been updated, the illuminated signs should be on today actually identifying the match as well and the tow truck and CO have all been ordered.

Lee Currie – Highways

LC You've taken out a lot of parking bays and I can see on a few of the approaches you could probably give some back to the residents.

Darren Preston

DP We are only going to move cars where we need to, we're looking to maintain the route for the buses and the parking compound; we're not looking to move vehicles on the match day if we don't have to.

As to the point on the match day restrictions, it could upset quite a few residents putting that in. I see the benefits of it being in in that it doesn't encourage people down to the patch and park and hang around whilst the players are there. If its too late to change it for this game, may we see what the feedback is and we can look at that for the future games. We're certainly not looking to antagonise our residents by putting in TMOs and road closures etc for behind closed doors games unless its absolutely necessary for the operation of the game in a COVID secure manner.

LC Do you have a residents liaison that can speak to the locals?

DP We email them, we're doing a leaflet drop tomorrow to the residents on Stevenage Road from Ellerby, down to Greswell. There's not many that front onto the street and then we're going to do it half way up Greswell and Finlay, so not as far as Woodlawn, probably as far up as the entrance to Bridge Academy.

LC My main concerns are the amount of parking bays that have been taken out, the size of the site.

CB That was worst case scenario if we had eight coaches because we weren't until recently aware of how many coaches we were having, so that comes quite a long way towards Greswell Street.

DP Yes, the corner of Gresswell, in fact its level with the corner of Gresswell nearest Finlay.

LC I just need them to take away the ones they don't need and not have signage up because its well and good not moving them but if the signs are up they're not going to park there.

DP Is all my contractors parking there anyway, feeding meters to build our new stand. It's a windfall for the council from the main contractor. Chris will get it updated and put it back to Gresswell Street and that's what we'll implement.

LC Obviously we will stay with this for now because you haven't got time to change it unless you tell me otherwise. This is the red zone?

- DP It's the coach compound.
- LC The yellow bits are where you're taking up the bays, correct?
- DP Yes.
- LC Instead of taking up all these bays, because I've got a feeling, even though you're not going to get much traffic coming down here, you're going to get irate people that are sitting at these reds for some time because of the length of the site. Instead of having the lights, have the closure from here down to here, incorporate these two and then you can give all these bays back to the residents and you've got an exclusion zone so you don't get fans going past and you guys man it so they get them in and out of that exclusion zone.
- CB The issue was that we're going to have build this the night before, we were putting lights in because of the management of it the night before and the afternoon before when we're building it.
- LC What are you actually building? Is it not just Chapter 8 barriers?
- CB Its Herrras fencing with screen on it, so it's a bit more than that.
- LC If you close it, you've got more of a chance to get these things in place because it won't take long.
- CB A couple of hours I think to put it all up.
- LC Listen, its just a suggestion because I've got a feeling with all these bays out residents are going to ...
- DP Lee, you've got a good point about the bays on Greswell and Finlay, the ones on Stevenage are more likely used and they're full of my contractors today. I certainly get the Greswell and Finlay ones, if we close them for Friday night through to Saturday night, I think we might get quite a bit of kick back.
- LC I think it's a case of suck it and see it, see what happens with this layout. If you get a backlash from it then we can revert to a closure and monitor which one is the best or most suitable for match day.
- DP It may be that we turn Finlay Street left and Greswell right and just have them as no left turn, no right turn.

Graham Souster

- GS I don't understand the closures for Finlay and Greswell, what was the purpose of that.
- DP I think its so vehicles can manoeuvre left and right with only one carriageway onto Stevenage Road. But whether its necessary.
- GS I assumed you wanted some bays out on Greswell because where the coaches are going to turn into that, as they normally do on Finlay.
- DP This is about operating the road outside of TMO, this is Friday night and Saturday morning operation. I do think in Finlay and Greswell it will antagonise our neighbours.
- GS It will.
- LC The fact we're in strange times, we've got a bit of leeway to say we're trying something, if it doesn't work we'll come up with another solution and we can adapt it as and when but I think communication is key,

that you tell the residents when you email them that these are your first attempts at trying to keep the area going and reducing the amount of bays you take up.

DP Chris, is it too late to change Finlay and Greswell?

CB No, we can still do that. I think to a certain extent Finlay and Greswell and certainly the one nearest Bishops Park on our side, the longer one of the two isn't required, that could come out.

LC Any bays you give back will be a bonus.

CB I'll talk to the traffic management company but certainly there's scope to remove some of those.

LC What we don't want to do is hinder your operation so if this is how you need to do it, just to get a feel of the first day then go ahead and do it and from there we will adapt it as necessary.

CB I'm sure we can adjust it, definitely.

PC Tony Delamo – FFC/DFO

TD We will have a few police officers at the stadium, because Saturday is Brentford and it's a local Derby, there will be eight of us. There will be three guys from the away team, Brentford, and three guys from the home and two drivers.

Chris, to let you know there's a possibility we are going to be in level 2, that means we'll be wearing baseball caps and our *inaudible* because we might get redeployed in Central London because the BLM stuff is still going on.

Looking at the four games we've got left with Brentford, Birmingham, Cardiff, Sheffield Wednesday – no issues with any of those. Our policing numbers will be less for the Birmingham and Cardiff, there will be two home spotters, myself and a driver.

No requirement for the control room at the moment, for anyone to go in there because all our games at the moment are on a Saturday, we're being run centrally by one channel covering all the games in London with a central reserve for that. The only game that possibly may move for TV will be Cardiff possibly to a Friday night, we would need to put one PC in the control room just to run the channel for the officers working outside, but that's only if that fixture get changed.

Licensing. I've spoken to most of them, we've only got one pub on the Fulham side that is doing off sales at the moment which is quite close to the ground and that's the Crabtree; they've been very approachable and happy that on Saturday they're not going to do any off sales until 1.30 so if anyone did know that was happening, the game would have already kicked off and everyone will be at home.

Kris Cardwell – MPS Licensing

KC The only other pub that has made a reference to potentially doing off-sales is the Oktoberfest and I understand that's not really a Fulham pub as such but that may attract some attention. Moving forward, the magical date of the 4th July keeps getting mentioned in relation to the pubs opening by then the games will still be being played behind closed doors, however if that is the case on the 4th July, I think there will be a significant increase in people attending the pubs on the football footprint, albeit in a slightly different capacity in relation to social distancing. They will have to do their own risk assessments but that may affect *inaudible* as supporters may think "We may go near to the club" after having a few too many beers to try and soak up some kind of atmosphere.

Graham Souster – EHO

- GS Thinking about the fixtures coming ahead, with Fulham's position in the Champion, in third place, we've got to consider that Championship semi-finals as well. As regards the 4th July with the pubs probably opening from that day, its going to get busier and busier and hopefully with success, may get even bigger – time will tell.
- KC When I say medium risk of fans attending the stadium, possibly is Sheffield Wednesday, depending on where they are in the league, that's the last home game, there could be an automatic promotion, that could be a battle for the plays off, but they're still going to have to go elsewhere to watch a game, make some noise and then disappearing. I did pick up some intelligence that fans were looking at going onto the opposite side of the river with binoculars to look across, but Darren has covered that off with the hoarding. I think the hoarding got dropped so people could see in during this closed time when they've been walking past. There was also talk of getting boats if it's a high tide so they can get close to the stadium. Thankfully the hoarding has gone up so no matter what they get, they won't be able to see anything from that side of the river.
- CB I'm not going to put patrol boats out! If we get to the point where Sheffield Wednesday or a potential play off semi-final are presenting a higher risk with increased numbers, our stewarding plan allows us just to drop in red team SIA guys outside to boost the numbers. The inside deployment won't change at all but we can boost the numbers; we've not used any of our external agencies for response teams for this match; they're all in-house SIA, so we can boost up the numbers outside with response teams if we need to.

PC Tony Delamo

- TD We're in the same position, as the games get closer, we can always boost our numbers, we've got a base layer at the minute, we'll increase as intelligence comes in and the importance of the game raises.
- Mr Landers retired.

Matt Jenkins - MPS

- MJ I'm taking over as of two weeks time, nice to meet everybody.

Marcus Griffin – Medical Co-Ordinator

- MG The parking that we've got down Finlay Street, whether or not that could help with the SATs ambulance, would there be any movement putting that inside the stadium, meaning that you wouldn't then need to close off our area. We normally have the St John Ambulance, SATs ambulance plus the LAS vehicle and then my car all parked in that closure looking at the stadium on the left-hand side, with only having the SATs ambulance, the car could be put elsewhere. If you need to bring the ambulance in later on for taking off players, putting the ambulance in in the first place actually on the ground where it would evacuate from.
- DP The officials are in the red zone parking so I don't think its possible but we will have the TMO so we could park the ambulance on Stevenage Park once the coaches are in and give back those spaces, but its six of one and half a dozen of the other, once the TMO is in because of residents moving their vehicles anyway. We will have a think about it.
- MG With not having St Johns on site, minimising the impact on the local LAS and they're probably going to be busy anyway, any removal of any patients from the site that requires an ambulance, unless it's a Cat 1 call, its probably going to be quite a long waiting time.

Matt Shute - London Ambulance Service

MS We've still got a number of measures in place that we put in for the peak of COVID which is giving us quite a lot of good capacity. We would prefer it if something was in place and that's where I'm not sure what the guidance is around ambulances within the stadium because I thought the FA had said there should be one, even though there's only going to be a few hundred people on site, but I haven't seen that document so I can't comment on that.

Brett Loff – London Fire Brigade

BL Nothing from our point of view apart from access on the day, as long as that hasn't changed then we've got no issues.

SH The safety certificate we talked about at the beginning, we need an additional clause in that Graham, that will be issued?

Graham Souster

GS We are working on all three clubs with their safety certificates, it will be in line with what the SGSA recommended. We are getting them issued before the matches, bearing in mind the match is on Saturday. I might be able to come down and do a pre-match check, are there any pre-checks going on on Friday or once the compound is up, would that be more beneficial.

Chris Baker

CB Steve and I are around on Friday, I'm happy for you to come down.

GS We can do a socially distanced walk around from the plan.

DP Any time you like except Wednesday morning, we've got a behind closed door training session.

GS I can come on Friday at whatever time works for the club, when you're ready, I can be there.

DP Mid to late afternoon.

Robert Spry – Parks Police

RS Its not going to be too impacted for us at the weekend due to the lack of spectators. I have four people on duty throughout the day.

ANY OTHER BUSINESS

Geoff Galilee

GG Logistics really, I'm assuming as a match day official before I rock up on Saturday, I'll be sending you a letter today about what time I'm coming and what I would like to see. Have you got an outline form re COVID or is that something people fill in as they arrive?

DP The contingency is that they can fill it in when they arrive, but what we would like to do is pre-clear people. We will send you an email for your accreditation which will include your screening. We then ask you nothing has changed in the 24 hours between when we send that to you and you arrive at the stadium. Graham, are you coming Saturday?

GS My plan was to come to the first match, but in the spirit of social distancing we don't intend to come to every match, I just want to see how the operation goes. As the games go on, we might be doing more on seeing how the X zone is working.

DP Both of you will be amber rather than red.

GG We've got no intentions of going into red zones, as an organisation we made that clear but in the Premier League we'll be liaising because they're having COVID 19 compliance officers doing inspections which I don't think the EFL are doing.

DP We can't afford it!

Chris Baker

CB One for Tony from the police, originally the plan was you were going to use the facilities over the school but we haven't got those facilities so if your guys need to use toilet facilities on the day, they will need to fill out the same questionnaires, I will need individual email addresses.

TD I sent them to Steve this morning.

GS Our parks toilets are open now aren't they?

SH Shortly, shortly.

END OF TRANSCRIPT