

**SAFETY OF SPORTS GROUNDS ACT 1975**  
**QUEENS PARK RANGERS FOOTBALL CLUB**  
**SAFETY ADVISORY GROUP**  
**MINUTES OF MEETING**  
**WEDNESDAY, 12<sup>TH</sup> JULY 2017, 10.00AM**

<b>Name</b>	<b>Initials</b>	<b>Organisation</b>
Ann Ramage (Chairman)	AR	Head of Environmental Health Commercial (LBHF)
Graham Souster	GS	Commercial Services (LBHF)
Amrita Gill	AG	Governance and Scrutiny (LBHF)
Mark Donnelly	MD	Chief Operating Officer (QPR)
Mark Gibson	MG	Operations Manager (QPR)
Jim McNeill	JMcN	Safety Officer (QPR)
Alex Fish	AF	Deputy Safety Officer (QPR)
Richard Turner	RT	Facilities & Security Manager (QPR)
Joshua Scott	JS	Facilities & Operations Co-ordinator (QPR)
Dermot Casey	DC	Building Control (LBHF)
Stephanie Needham	SN	Commercial Services Manager (LBHF)
Geraldine O'Grady	GO'G	Commercial Services (LBHF)
Keith Stevenson	KS	Information & Special Events Officer (LBHF)
James Brockway	JB	Acting Chief Inspector (MPS)
Mike Dorans	MDs	QPR FIO (MPS)
Tony Pegrum	PG	Highways (LBHF/RBKC)
Ahmad Rafique	ARq	Senior Contract Monitoring & Enforcement Officer – Streetscene
Geoff Galilee	GG	Sports Ground Safety Authority
Rachel Eggar	RE	NHS
Dawn Rabin	DR	St Johns Ambulance
Pat Hickey	PH	London Ambulance Service

ITEM	ACTION
<p><b>1. Welcome from the Chairman</b></p> <p>1.1 The Chairman opened the meeting and welcomed everyone.</p> <p>1.2 Housekeeping and no anticipated fire drill.</p>	
<p><b>2. Apologies/Introductions</b></p> <p>2.1 Apologies were received from: Michele McHugh, LFB, Catherine Maynard – LAS, Jackie Soper, LBHF Parking Services, Adrian Overton, LBHF – Licensing, Karen Ashdown, LBHF Environmental Health.</p>	
<p><b>3. Confirmation of previous minutes and matters arising</b></p> <p>3.1 The minutes of the meeting held on 18<sup>th</sup> January 2017 were approved as an accurate record. The Chairman identified the following actions from the minutes that were outstanding:</p> <p>3.2 Item 4.18 – MG noted that this had been actioned and additional smoking signage was put in place.</p> <p>3.3 Item 6.17 – MG noted that he still required contact details of the Housing Associations fly tipping removal company for Imre Close. ARq confirmed that Imre Close was now gated and that the contact information would be forward to the Club.</p> <p>3.4 Item 9.1 – MG confirmed that the Medical Plan was under review and was in the process of being signed off.</p>	<p><b>ARq</b></p> <p><b>QPR</b></p>
<p><b>4. QPR Safety Management Review</b></p> <p><b>Management/Operational Changes</b></p> <p>4.1 MD noted that the new structure was working well and overall was pleased how the remainder of the season went. An additional Safety Officer (Alistair Hill from Wembley) would be recruited to provide further contingency for next season. AF and JMcN would remain the primary Safety Officers for the Club.</p> <p><b>Challenging Fixtures/Issues</b></p> <p>4.2 JMcN thanked the emergency services for all their hard work and co-operation during last season. He also thanked the Police and MDs, for his invaluable support and commitment who was leaving the Metropolitan Police Service (MPS) for retirement.</p> <p>4.3 JMcN reported that Cardiff City had proven to be a challenging fixture as away supporters were involved in incidents mainly involving alcohol however, Cardiff City stewards travelled with fans and supported QPR's match day stewarding.</p>	

4.4 JMcN advised that in the second half of the season there were three smoke devices set off by away supporters during the Brentford, Rotherham and Brighton fixtures. JMcN acknowledged the concerns raised by the Supporters' Trust with respect to pyrotechnics being set off in the stadium. JMcN believed the Club was doing all it could do practically to prevent these devices from being brought into the stadium. It was using wands for searching, there was better use of CCTV and the Club were working with the police to detect the culprits.

JMcN confirmed owing to the current risks the Club would be working on a new operation in relation to inward evacuation and would be trialling this with staff, who need to know what to do. JMcN responded to the Supporter Trusts concern in relation to evacuation and confirmed that they were safe and within the times required for the Loft Stand of eight minutes.

JMcN advised that in the coming season it would be challenging with Millwall's return to the league. Aston Villa, Birmingham City will also be challenging and with Sheffield United's promotion their supporters were reported to be the most challenging in the Football League. MD said that a summary of the match day report would be circulated after the meeting. **(See 4.11)**

#### **Stewarding/ security arrangements**


4.5 JMcN reported that the stewarding companies remained the same as last season. The Club was looking at providing further training to encourage improved customer interaction. JMcN advised that the risks had changed for crowded places and events and the Club was talking to the police on this matter. He noted that a table top exercise had taken place and the Club were reviewing their contingency plans for counter terrorism and for dealing effectively with the aftermath following such an incident. The Club would explore options to improve the management of the Control Room and exit routes. GS confirmed the exercise went well and there were several learnings that were identified requiring implementation. MG confirmed an updated copy of the security arrangements would be circulated. Section 7 of the operations manual would also be updated with the outcome of the table top exercise.

#### **Search regime**

4.6 JMcN reported that the Club's search regime would remain the same. However, there would be more of a focus on meet/greet using a friendlier approach, the same standard of search would remain for away supporters and targeted searching of home supporters. All bags would be checked.

#### **Dealing with flares, smoke bombs and pyrotechnics at matches**

4.7 JMcN reported that the Club uses two fire stewards who concentrate on the Away stand. Cameras also monitor the area to detect offences. One arrest had been made however, the individual was too young to be prosecuted by The Crown Prosecution Service.

<p><b>Persistent standing and Management</b></p> <p>4.8 JMcN reported that Blocks Y6 and Y5 were the most challenging however, stewards monitored these areas and requested supporters to sit down. Whilst the Club was aware that the challenge was to prevent standing at matches, there were no safety concerns and noted that if there was evidence from the stewards of aisles being overtaken, attributable to persistent standing then that would be addressed. However, maintaining free and clear aisles was not an issue at QPR. AR acknowledged that whilst there was no easy, long term solution there was a need to ensure that persistent standing and misbehaviour associated with this, continued to be discouraged. The Club confirmed that they would continue to ask supporters to sit down during matches. AR asked the Club to ensure that appropriate measures were put in place for high risk fixtures and ticket allocations were sold accordingly. There would need to be a special plan for dealing with Millwall supporters next season as this will be a Cat C fixture. They will have the upper tier and dependent on the uptake of tickets the front rows may be netted. AR enquired whether tickets for this fixture were on sale? MD advised that only Reading and Northampton matches were on sale. Millwall would not go on sale before the operational meeting had taken place.</p>	
<p><b>Stewarding/security arrangements</b></p> <p>4.9 JMcN reported that the stewarding companies remained the same as last season. The Club was looking at providing further training to encourage customer interaction.</p>	QPR
<p><b>Accident, Injuries, near misses: statistics/trends</b></p> <p>4.10 MG reported that overall, there had been 20 accidents/injuries, which included 8, slip, trips and falls; 6 persons being hit by a ball and 6 categorised as other. The Club were looking at installing nets to decrease ball strike injuries during warm-up. GS enquired about accidents involving staff, MG confirmed the information would be sent to the LA. <b>(Actioned see 4.11)</b></p>	QPR
<p><b>Ejections/refusals: statistics/trends</b></p> <p>4.11 MG reported that there had been 39 refusals, which included 30 for being intoxicated; 3 for aggressive behaviour towards stewards and 6 categorised as other. There were 105 ejections in total. MG said that a full breakdown would be circulated after the meeting <b>(Actioned: as attached below)</b></p>	
<p> Refusals Ejections and Injuries breakd</p>	
<p><b>Smoking Policy</b></p> <p>4.12 The Smoking Policy remained unchanged. It was noted that it was potentially harder to enforce the policy in the open area, at the Ellerslie Road concourse part of the stadium. However, additional signage to identify the permitted smoking areas were put in place. AR asked if this also included vaping. MG said that vaping was treated the same as smoking and wasn't allowed in the stands. AR said that the Club should</p>	

encourage a no smoking policy and this was something that the Club should consider going forward. MD reported that the Club frequently review their smoking policy. They recently carried out a survey and the feedback was 50/50. The Club wanted to accommodate fans who wished to smoke in safe areas however, the Club would further explore this as it acknowledged that feedback does change. GO'G advised that she had witnessed during an inspection staff smoking outdoors but in unauthorised areas and this should be monitored and stopped.

**TV Broadcasting/fixture change**

- 4.13 There were no current dates in place for TV matches. AR asked the Club to add GO'G to the distribution list for future fixture changes so the LA could act swiftly on the requests made by the Club Secretary.

**Traffic Management Arrangements**

- 4.14 MD reported that there were no concerns in terms of the traffic management arrangements. However, a CT review was required. JB advised that the Police had used its vans when available in streets as a prevention tactic and this provides re-assurance. He noted that this would be covered as part of a further review for security and policing.

**Customer Feedback – complaints/praises**

- 4.15 MG reported that there had been 18 complaints and 2 praises. The Club held a meeting with a complainant in June to seek positive partnerships moving forwards and improved contact with the Operation Team for the new season. MG advised there had been no trend with the complaints but the Club's emphasis would be on customer service next season.

**Supporter Group liaison/feedback**

- 4.16 MD noted that the Supporter Group raised the following four points:
- Emergency and evacuation procedures – The Club confirmed that this had been reviewed and they were comfortable with the current procedures in place.
  - Security procedures – The Club confirmed that their search regime would remain the same.
  - Stewards standing on stairwells – The Club noted that this would be reviewed.
  - More In-house QPR stewards – The Club felt that the current arrangement was adequate, therefore it would remain the same. JD advised there were difficulties in maintaining quality stewards owing to the number of events held in London.

**Counter Terrorism/ Security**

- 4.17 MG advised that he was progressing work on this and there would be updates to the Operations Manual following the table top exercise. It was possible that there will be some hardware changes to the stadium in view of the invacuation arrangements as well as procedural changes. GG enquires whether a CTSA had visited the stadium. JMcN confirmed a visit had been made.
- 4.18 In relation to QPR supporters' behaviour it was noted that the risk group had not been active as many were incarcerated last season.

**QPR**

## 5. Metropolitan Police

### Review on operational arrangements

- 5.1 JB reported that QPR FIO Mick Dorans (MDs) had relinquished his position at QPR owing to him retiring and as a result a new FOI – John Gerrard (Dagenham & Redbridge FIO) would be appointed for the forthcoming season. JB noted that his role had also been changed, however this would not have a direct impact on the operational arrangements. He reported that two additional, inspectors would be public order/events trained to deal with the demand within the Borough.

### Public order

- 5.2 JB reported that the Club had a good season and there were no public order incidents. He noted that the Cardiff City, Reading and Brighton & Hove Albion fixtures had proven to be the most challenging. The Nottingham Forest fixture was also challenging owing to their league position.

### Arrests

- 5.3 JB reported that there had been 27 arrests which was down from 49 last season. However, there had been an increase in actual Football Act offences.



Arrest figures  
2016-17 .pdf

### Racist/homophobic behaviour

- 5.4 JB reported that there were no incidents of racist and homophobic behaviour to note however, there was a trend reported of racist behaviour towards stewarding colleagues with two bans being issued.

### Crowd behaviour

- 5.5 JB reported that behaviour in X Block did on occasions cause some issues. JB advised that the Forest fixture and resultant end of season pitch encroachment from home supporters was of concern. JB advised that pitch encroachments were no longer acceptable. He advised the Club to review how this could be tackled. MG said messages had been displayed on screens and announcements were made instructing fans to comply with the rules. MD noted that whilst this had been an ongoing challenge, the Club would put measures in place to prevent this from occurring in the future. General discussion held on the Clubs existing stewarding plan to protect away supporters, players and officials and on the need for an early communication plan this season to seek supporter engagement to change what is regarded to be acceptable end of season behaviour by many. AR advised the Club to review their video footage from last season to ascertain if there were any trends around the age group of fans, when pitch encroachments took place that would help with the spectator engagement.

### QPR supporter's behaviour at away fixtures

- 5.6 JB commented that supporter bans and jail sentences from incidents in previous seasons had led to a reduction in risk behaviour at home and

QPR

<p>away fixtures. There had been an incident where fans travelled in a crowd to the Birmingham City fixture however, this was controlled and monitored by the police, and the majority were well behaved and there was one arrest.</p> <p><b>Banning orders</b></p> <p>5.7 JB reported that there had been 27 banning orders, the majority were from an incident that took place at Leyton Orient. He added that positive feedback was received from the inspection that took place at the Club.</p> <p><b>MPS/CPS Prosecution of football offences</b></p> <p>5.8 JB highlighted that the MPS were looking at changing their arrest policy with custodial disposals being issued for minor offences. He said he would arrange a meeting with the stewards to inform them about the new arrangements.</p> <p><b>Counter Terrorism Update</b></p> <p>5.9 JB noted that Counter Terrorism remained the biggest challenge for the MPS. Ongoing work was being carried out and the plan would be reviewed and new measures would be introduced identifying key actions. Borough police would continue to provide the Club with the support required. AR reported that the Council would also offer their support if needed. JB asked if there was an opportunity to work in collaboration with other clubs within the Borough to share ideas. AR said that she would explore this as it could prove beneficial and speed up the process.</p> <p>5.10 AR thanked MDs for his hard work and his contribution at the SAG and wished him the best for his future endeavours.</p>	<p><b>MPS/QPR</b></p> <p><b>QPR/MPS</b></p>
<p><b>6. Local Authority Review</b></p> <p><b>(a) Lead Officer Update</b></p> <p>6.1 AR noted that owing to the absence of Karen Ashdown, there had been a combined effort by AR, GS, and GO'G in covering the remainder of the season at QPR in terms of partnership and match inspections. GS would do the lead officer role and GO'G would support going forward.</p> <p><b>Matchday inspections carried out</b></p> <p>6.2 GS reported of the 28 matches were played at Loftus Road last season and 9 inspections were carried out. These were as follows; Watford, Leeds, Rochdale, Sunderland, Birmingham, Wolves, Derby, Fulham and Sheffield Wednesday. Reports had been prepared and sent to the Club and any actions deemed necessary had been completed. GO'G noted that positive feedback was received from staff, following the Sheffield Wednesday inspection. AR said that she had also observed how well the Control Room was operating and noted that the Club responded pragmatically to challenges and was impressed with the proactive approach taken.</p> <p><b>Customer Feedback/complaints</b></p> <p>6.3 GS reported that QPR held a meeting with a complainant in June to broker improved relations further to his last complaint with respect to</p>	

safety management during the December 2016 Aston Villa fixture. The meeting had a positive outcome to ensure improved lines of communication in the future. GS added that it would be a positive step for the Club to improve their CCTV surveillance to increase visibility of away fans.

- 6.4 It was also noted that that a complaint was received from a resident towards the end of the season in relation to supporter coach's engines kept running in Dorado Close, this matter had been brought to the attention for the Club by the LA. The Club noted that the away coach contingency plan would be briefed to the coach drivers which will hopefully cut down this practice.

**Supporter Groups liaison/feedback**

- 6.5 The QPR1st Supporters Group had responded to GS on 11 July. The issues raised were discussed earlier in this meeting. The email was forwarded to MG and JMcN for a fuller response to be provided to the Supporters Group after the meeting.

QPR

**(b) Licensing Update**

- 6.6 No licensing officers were in attendance however, GS noted the changes made to the recent variation application which had been approved. QPR had changed the licensable times to sell alcohol from the public bars, however the Safety Officer would override these times if he required the bars to be closed earlier or not opened at all:

- Close 5 minutes after the match had kicked off.
- Re-open 15 minutes before half time.
- Close 15 minutes into the second half (Club intended to close them earlier than this dependant on demand)
- Corporate boxes (South Africa Road) had been fitted with blinds to enable alcohol to be served at half time. AR advised that careful management of the blinds must be carried out to ensure compliance with the conditions of the licence.

- 6.7 AF advised that rationale for the change of the hours for the bars is primarily to reduce conflict. MG confirmed updated signage of the licensing hours would be displayed and the staff briefed of the changes.

**Outside the Stadium**

- 6.8 No significant issues to report, JB advised that Belushis was the designated Away supporter pub and that there were no other pubs in the LA area. Pre-match communications from the police to away supporters is to drink in central London or arrive early to the stadium. The Syndicate Social is now used for home supporters. JB advised that the new FH Licensing Officer is Tom Stewart and another officer will be appointed as Joseph McDaniel is due to leave.



<p><b>(c) Highways Update</b></p> <p><b>Traffic Management Order</b></p> <p>6.9 TP reported that the Traffic Management Order (TMO) and associated Memorandum of Understanding (MOU), had been finalised for execution and sent to legal. TP to chase legal for an update and feedback to the Club. AR enquired whether the TMO would be delayed owing to the current work being carried out with the CT measures. JB advised it was his understanding that the ATRO would overlay the TMO.</p> <p><b>Network issues/planned closures</b></p> <p>6.10 TP reported that the owing to the bridge strengthening works temporary traffic lights at Scrubs Lane would remain in operation until the end of September 2017 and as a result this would cause some congestion. Additionally, there would be temporary lights in place on 23-28 December 24-7 which may cause disruption when Westfield hold the Boxing Day sales. The Authority have notified Westfield and TfL of the works. The Authority was still waiting for information from Westfield about the traffic management arrangement around the shopping centre during the Christmas period. TP advised that a temporary school would be built around Scrubs Lane following the Grenfell Tower fire and noted that the works would generate additional vehicles around the area. The Authority had as yet not agreed the construction traffic management plan. An update of the location and exact dates would be provided once available.</p> <p><b>(d) Parking Services Update</b></p> <p>6.11 There were no new changes from last season and the Club can now block book the tow-truck if it wishes to.</p> <p><b>(e) Streetscene Update</b></p> <p>6.12 ARq reported that 7 street licences had been issued, 3 on Loftus Road, 2 on South Africa Road and 1 for Springbok Pub. It was noted that there were no concerns and businesses were complying with their terms and conditions.</p> <p><b>(f) Building Control Update</b></p> <p>6.13 DC had to leave the meeting early but had advised MG that Building Control was satisfied with the progress made with building works taking place. MG confirmed for the record that there was no cladding at the stadium in response to the Grenfell Tower incident.</p>	<p><b>LBHF</b></p> <p><b>LBHF</b></p>
<p><b>7. London Fire Brigade Update</b></p> <p>7.1 There were no officers in attendance. AR requested reassurance that the LFB were familiar with the stadium layout. RT advised that the local watch does visit the stadium from time to time. AR advised the LFB would be invited to attend the annual inspection. GG advised that the LFB input on stadia fire safety is operational only and they have no enforcement responsibility under the RRO. AR advised she would write to the LFB to request it has representation at the next SAG.</p>	<p><b>LBHF</b></p>

<p><b>8. Medical Provision Update</b></p> <p><b>Update on Medical Plan</b></p> <p>8.1 DR noted that the SJA, LAS worked well in collaboration with the Club. She noted that there had been 53 casualties in total, of which 49 were minor injuries and 4 were major requiring casualties being taken to hospital. It was reported that there were no trends. Injuries involving staff tend to be scolds and burns. DR advised that a data protection sheet detailing the injuries and whether they are reportable is supplied to the Club post-match for any follow up purposes.</p>	
<p><b>London Ambulance Service</b></p> <p>8.2 PH advised that Catherine Maynard who had sent apologies for the meeting is the LAS Stakeholder Management Officer. Pat Hickey requested for future Emergency Exercises that he is invited to attend as he is responsible for the LAS event operation at Loftus Road. The Medical Plan would be sent to the LAS outside of the meeting.</p>	<p><b>QPR</b></p>
<p><b>9. Update from the Sports Ground Safety Authority</b></p> <p>9.1 GG reported that the SGSA Joint Consultation had closed on 19 May and a full response to the consultation findings would be issued mid to late summer including supporting guidance.</p> <p>9.2. GG referenced the update NaCTSO guidance with respects to crowded places and that the SGSA had issued its own guidance on dynamic lockdowns, etc. This information is available on the SGSA's website.</p> <p>9.3 GG advised there was a process under the Football Spectators Act for clubs in the lower 2 divisions to install rail seating. Both Shrewsbury and Northampton were progressing with this. The SGSA were looking closely at the Celtic trial of rail-seating.</p>	
<p><b>10. Looking forward to rest of 2017/18 Season</b></p> <p>10.1 AR noted that QPR ran an emergency exercise on Wednesday 5 July. There were a few areas that were identified for improvement from this exercise that require action. A write up was requested from the Club.</p> <p><b>Pre-season Friendly fixtures, other events &amp; international friendlies.</b></p> <p>10.2 AR noted the pre-season friendly fixture of QPR v Bournemouth – Saturday 29 July 3pm. The MPS would send the Match Categories to the LA. <b>(actioned post meeting)</b></p> <p><b>2017/18 fixture categories and anticipated challenges</b></p> <p>10.3 AR highlighted the following notable fixtures for the new season:</p> <ul style="list-style-type: none"> <li>• Tuesday 12 September – Millwall</li> <li>• Saturday 30 September – Fulham</li> <li>• Tuesday 21 October – Sheffield United</li> <li>• Saturday 25 November – Brentford</li> </ul>	<p><b>QPR</b></p> <p><b>MPS</b></p>

<ul style="list-style-type: none"> <li>• Saturday 28 April – Birmingham</li> </ul> <p>10.4 AR thanked the Club for the immediate contributions made to the relief aid following the Grenfell Tower fire and for opening the stadium for donations. MD advised that a charity match in aid of the victims of the Grenfell Tower fire was being planned to take place at Loftus Road.</p> <p><b>Special Police Service Agreement</b></p> <p>10.5 AR noted that this was due to expire on 31 July 2018 and would need to be followed up by the MPS centrally.</p> <p><b>Statement of Intent 2017/18</b></p> <p>10.6 JB noted that this had not been finalised. AR said she would contact the Central Football unit in relation to clarification around timeframes.</p> <p><b>Safety Certificate Amendment/ Planned stadium works</b></p> <p>10.7 JS noted that 10 additional wheelchair bays (plus 10 assistants' seats) were to be installed into the front of Z6 block. Improvements would also be made to the Ellerslie Road disabled toilets with changing place provision for users. An application was requested from the Club for these works to be carried out. MG confirmed that official documentation would be sent to the LA prior to 29 July 2017.</p>	<p>MPS</p> <p>LBHF</p> <p>QPR</p>
<p>11. <b>Chairman's update</b></p> <p><b>Hillsborough inquest – QPR/ stakeholder audit review</b></p> <p>11.1 AR reported that she had received feedback from the Club, the MPS and LAS and the findings were positive. The LA would circulate the document for the SAGs consideration with the minutes of the meeting. The LA would also schedule a meeting to discuss some of the points raised with key stakeholders.</p> <p><b>Special Safety Certificate</b></p> <p>11.2 AR highlighted that any other spectator event, other than a designated football match held in the stadium bowl is likely to require a special safety certificate. To accompany the application, the LA would expect a risk assessment and updated operations manual in compliance with section 24 of the general safety certificate. She advised if the Club considered planning any celebration events or beam backs, then this would need to be considered at the early planning stages.</p> <p><b>Postponed matches and rescheduling</b></p> <p>11.3 AR noted that this issue followed Borussia Dortmund's postponed match owing to the attack on the player's coach and UEFA's pressure to play the game on the next day. AR asked the Club to consider the implications and what measures were in place, in case matches were postponed or required to be rescheduled at short notice, and whether the match postponement protocol needed review.</p> <p>11.4 A general discussion was held with respects to the Ipswich Town FC and Suffolk Constabulary case and the implications following the Courts decision. AR advised she would be in touch with Karen Eyre-White on the outcome of the judgement to discuss any repercussions this case is likely to have nationally and at a local level.</p>	<p>LBHF</p> <p>QPR/LBHF</p> <p>LBHF</p>

<b>12. Any Other Business</b>	
12.1 The SAG wished MDs a happy retirement.	
<b>13. Date and venue of next meeting</b>	
13.1 January 2018 TBC	

Draft tbc at next meeting