



**Safety of Sports Grounds Act 1975
QPR Football Club Safety Advisory Group (SAG)**

**Thursday, 6th July 2016, 9.30am
QPR, LOFTUS ROAD STADIUM, SOUTH AFRICA ROAD, LONDON**

MINUTES OF MEETING

Name	Initials	Organisation
Ann Ramage (Chairman)	ALR	Head of Environmental Health Commercial (LBHF)
Karen Ashdown	KA	Commercial Services (LBHF)
Geraldine O'Grady	GO'G	Commercial Services (LBHF)
Rachel Egger	RE	NHS England
Tony Pegrum	PG	Highways (LBHF/RBKC)
Stephanie Needham	SN	Commercial Services (LBHF)
Richard Turner	RT	Facilities & Operations Manager (QPR)
Graham Souster	GS	Commercial Services (LBHF)
Francesca Woodbury	FW	Highways (LBHF)
Mark Gibson	MG	Facilities & Operations Assistant (QPR)
Jenny Winstanley-Griston	JWG	Operations Manager (QPR)
James Brockway	JB	Acting Chief Inspector (MPS)
Mike Dorans	MD	Police Officer (MPS)
Adrian Overton	AO	Senior Contract and Licensing Officer (LBHF)
Pat Hickley	PH	London Ambulance Service (LAS)
Alex Fish	AF	Deputy Safety Officer (QPR)
Jim McNeill	JMcN	Safety Officer (QPR)
Bathsheba Mall (minutes)	BM	Governance and Scrutiny (LBHF)
Maria De' Jesus	MDJ	Information & Special Events Officer (LBHF)
Keith Stevenson	KS	Information & Special Events Officer (LBHF)
Richard Hebbard	RH	Sports Grounds Safety Authority (SGSA)
Michele McHugh	McH	London Fire Brigade (LFB)

ITEM	ACTION
<p>1. Welcome from the Chairman</p> <p>1.1 The Chairman opened the meeting and welcomed everyone.</p>	
<p>2. Apologies/New Members</p> <p>2.1 New Members – The Chairman welcomed new members to the meeting and invited introductions.</p> <p>2.2 Apologies were received from: Alex Fish, Deputy Safety Officer; Peter Hollely, SJA; Lou Elliston, SGSA; Michael Stevens, LFB; Douglas Dickson, Trading Standards; David Nimmo, Building Control; Lee Currie, Highways; Antoinette Miller, Parking; Lisa White, Licensing.</p>	
<p>3. Confirmation of previous minutes and matters arising</p> <p>3.1 The minutes of the meeting held on 12 January 2016 were approved as an accurate record. The Chairman identified the following actions from the minutes that were outstanding:</p> <p>3.2 Item 9.3 regarding the Medical Plan to install first aid store cupboards in the stands. JWG indicated that this would be implemented during the closed season.</p> <p>3.3 Item 12.3 regarding the football Enforcement Policy, LBHF are in the process of updating internal procedures, of which some were completed or under review. They will now go before the Cabinet Member for formal approval, prior to circulation to the SAG. It was noted that there were no substantial changes to the procedures.</p>	AR
<p>4. QPR Safety Management Review 2015/16 Season</p> <p>Management/Operational Changes</p> <p>4.1 JWG reported the remainder of the Season had been good and could not be defined by the stand out game against Birmingham City, which had presented substantial challenges. Partnership working had gone well and there were no personnel changes to report.</p> <p>Update on Safety Management arrangements including stewarding</p> <p>4.2 It was explained that the Club would be retaining the same three stewarding agencies but with the addition of Achilleus, who joined the Club following the Birmingham match. JWG indicated that the Club felt comfortable with this expanded arrangement and that whilst Servoca had done a good job, staff levels had been lower than expected and it had become evident that QPR was not going to be a priority for them. JB confirmed that covering the period from January 2016, there were no investigations or actions being undertaken towards any stewarding staff at this time. JWG confirmed that personnel subject to previous investigations would not be part of the operational stewarding team. Carlisle would steward South Africa Road, Servoca, Loftus Road, Achilleus School End and Securitas, Ellerslie Road. Overall, consistency would be maintained and this would be under ongoing review.</p>	

4.3	<p>Crowd behaviour (home and away stands)</p> <p>JMcN reported that issues such as drinking to excess were highlighted as a challenge, with fans of Aston Villa and Birmingham City a particular concern. Home supporters in “X” Block have been monitored and with additional stewarding presence behaviour has improved. JWG identified that Bolton, Burnley and Wigan had progressed quickly through the league and it was harder to predict outcomes, although it was noted that there was a good relationship with Bolton.</p>	
4.4	<p>Follow up Actions Following the Birmingham City Fixture</p> <p>JWG reported that the debrief following the match had proved very useful and JMcN outlined brief details of what had taken place. He confirmed that the actions of the steward responsible would not be tolerated and he had been dismissed. The situation had been further aggravated by ticketless fans arriving at the ground. Birmingham City’s limited ticket capacity had meant that there was not the same volume of poorly behaved supporters inside the stadium and so that was easier to control. The breakdown at the away ticket check barrier resulted in Alex Fish, Deputy Safety Officer, taking control of the away supporter entry for subsequent fixtures. Following a review of the events, procedures and operational training of staff the entry system had been improved to ensure better service responses.</p>	
4.5	<p>JMcN explained that he was comfortable with the current entry barrier system but highlighted an area of concern regarding the back gate on the away stand. This gate currently opened outwards only and was potentially dangerous; on the day of the Birmingham incident it had narrowed the options available. The pressure of supporters against this gate could not be quickly relieved. Work to adjust the gate to swing both ways would be carried out during the closed season.</p>	JWG
4.6	<p>In the two home fixtures that followed, the loud hailers were deployed to direct arriving supporters to the correct turnstiles. At the Ellerslie Road end, an enhanced filter system offered greater control with more space and was now in place for every game.</p>	
4.7	<p>JB confirmed that additional control measures that had been put in place and the Brentford local derby had been a quieter fixture. Birmingham was unrepresentative of the season as a whole and had arisen as a result of a unique combination of events and factors. The delivery of match day support had been a tough challenge and he acknowledged that there had been incidents of public disorder that day over and above what had been experienced in the Borough in recent years.</p>	
4.8	<p>Comparable matches against Brentford and Fulham 18 months previously had resulted in better control at matches with stewards learning and improving in confidence. Birmingham was also a significant learning experience. It was noted that there had been pre-match intelligence reports highlighting potential concerns and an awareness of identified risks that might arise. Birmingham had been identified as a category “B” risk in the planning, with the potential to escalate to a “C” rating. Approximately 12-14 intelligence logs had been received which did not impact on the amount of work required to take mitigating action, and it was not possible to quantify the amount of anti-social behaviour that might occur. The planning had been satisfactory.</p>	

4.9	<p>AR surmised that escalating the match to a “C” rating would have had little impact in terms of planning as it would have been too late to intervene in the away ticketing process. JWG acknowledged that there were commercial pressures to consider but that outcomes had been based on the intelligence received at the time. Speculating further, if Birmingham had not happened, there was little reason to think that the Upper and Lower stands could not be effectively managed, with appropriate and timely intelligence. AR noted that the number of tickets sold in advance of the match was a mitigating factor and that during the season only one match rating had been escalated whilst two had moved down. It was understood that the current method of categorisation was sound and flexible. JB explained that the blueprint for what constituted category “B” was clear and that further Police resources would be requested as needed, based on informed decision making.</p>	
4.10	<p>AR acknowledged the benefits of strong partnership planning and the events of the Birmingham match provided a positive learning experience, leading to improvements of operational elements at the away turnstiles. As part of the follow up actions, MG confirmed that the updated steward’s procedure and briefing cards had been added to the Operations Manual. AR commented that there were risks inherent in games such as the Birmingham fixture but established measures worked well and that the aim was to ensure that interaction between stewards and the public was balanced, with good customer care remaining a focus.</p>	
	<p>QPR Supporter behaviour at away fixtures</p>	
4.11	<p>MD expressed the view that the behaviour of QPR supporters was no better or worse than that of other football supporters. Interaction both inside and outside the stadium had been monitored. Away fans were generally well behaved.</p>	
	<p>Searching regime and response to Paris events</p>	
4.12	<p>JWG explained that searching protocols had altered in response to the events in Paris despite no change to the national threat level. All away fans were searched and this had been extended to include QPR staff, home fans and hospitality guests. JWG had observed that most people felt reassured by the search requirements with only a small number who complained about excessive searching. Discussions at the table top meeting had focused on this, in the context of reacting to terrorist events. AR received an assurance that the Operations Manual had been updated accordingly, recording the change to protocol. JB added that the issue remained high on the agenda and that the perceived threat level from terrorism was the same and should not affect the match day delivery.</p>	
4.13	<p>AR observed that the Paris incident highlighted the possibility of containing people inside the stadium in certain circumstances and enquired about the extent to which contingency plans had been prepared to include this. JWG confirmed that protocols were in place in the event of a lockdown and that strategies post-Paris had also been prepared.</p>	
	<p>Dealing with flares, smoke bombs and pyrotechnics at matches</p>	
4.14	<p>There had been no pyrotechnics to date but there was a smoke device deployed by Birmingham supporters leading to some smoke inhalation in the School Upper. The emergency gate had been opened to create ventilation and it was confirmed that this was not a fire door. Achilles</p>	

<p>staff involved in the incident were commended for their quick thinking. At the time, likely suspects were identified on CCTV. It was additionally noted that the dangers of picking up devices had been strongly communicated to stewards, who were reminded to await the arrival of trained and equipped staff teams who are on duty for every match to deal with pyrotechnics.</p> <p>4.15 JMcN expressed concern about situations where the public in the stands might be affected by smoke devices, particular those who have asthmatic conditions. Specific teams were allocated to monitor particular areas and evaluate the level of crowding in that area. It was better for them to remain in the stand and for the first aid team to go in and provide assistance where needed. It was noted that these protocols were included in the Operations Manual.</p> <p>4.16 MMcH, in addition to being assured about the away entry alterations, suggested that it would helpful to have a Fire Brigade operational visit. It was noted for example that fire teams should be distinctly dressed and therefore clearly identifiable. The Club confirmed the fire team members were all fully trained, either currently serving firemen or ex-firemen. JB and GS recounted an incident involving the arrest of a supporter with a match ticket travelling to a match, who was found to have a flare in his pocket. He was subsequently charged and fined, and this is a good example of joined up working.</p> <p>Persistent standing issues (notable fixtures)</p> <p>4.17 AR acknowledged that whilst there was no easy, long term solution to persistent standing in seated stadia, there was a need to ensure that persistent standing, and misbehaviour associated with this, continued to be discouraged. JMcN commented that it was important to also recognise that the two issues were separate, observing that some groups of away fans who stand did not cause problems. It was difficult for QPR to impose sanctions as there were no season tickets to remove. He acknowledged that more could be done on the away Upper stand this year, noting that some of the behaviour was drink related, and sometimes exacerbated by late arrival. Members of the Group discussed the process of ticket allocation for away ticketing, particularly around the option of removing seating rows reducing available seating by up to 10%. The Group acknowledged that persistent standing in isolation was not an issue, unless linked specifically to anti-social or poor behaviour. AR surmised that there were some notable fixtures where there had been difficulties but encouraged the Club to continue to do all that it could to intervene where necessary and ensure there was a record of clubs who stood and misbehaved.</p> <p>4.18 JB commented that early intervention with supporters was a successful tactic that worked well in practice and AR observed that it was a matter of good timing for interventions to work well. JMcN clarified tactics used to ensure that groups of people could be moved to their correct seats, moved on or ejected using a team of approximately 20 response stewards. AR commented that the SGSA was aware this was a national issue and which the Club could not address in isolation. JWG agreed to provide recorded figures for incidents of persistent standing next Season.</p>	<p>JWG</p>
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	<p>Accident and Injuries statistics/trends</p> <p>4.19 MG reported that the total spectator attendance for the 2015/16 Season was 310,762, with 16 spectators injured, of which five were attributed to slips, trips and falls, and four who were hit by a ball. Of these, two were taken to hospital. Compared to figures from the 2014/15 Season, with a season total attendance figure of 296,916, seven were attributed to slips, trips and falls, and three were hit by a ball. None were taken to hospital.</p> <p>Ejections/refusals statistics/trends</p> <p>4.20 JWG presented comparable ejection figures for the 2015/16 and 2014/15 seasons, with respectively, 93 and 89 Ejections Away; and 38 and 38 Ejections Home. There were 75 Away refusals in 2014/15, compared to 24 Away refusals in 2015/16. It was noted that the previous season was Premier League and that of the 75, 40 refusals were at four matches. AR noted that the figures were lower than anticipated. There were three drug arrests for 2014/15. JWG commented that there was an active drug culture amongst spectators at the majority of football clubs, who were relatively easy to identify but caused few problems.</p> <p>4.21 JB reported that there were 10 arrests for drugs last year which was insufficient to require any changes to the current match day delivery. JB observed that if drug dogs were introduced the number of drug arrests could increase significantly, thus taking officer time away from responding to crowd incidents. It was noted that good practice in other clubs would be monitored. JWG commented that whilst they would welcome the introduction of dogs this should be considered in the context of what would be most effective without compromising safety. Search protocols had been effective and those identified were immediately handed over to the police. GS added that Fulham used dogs regularly and although flares still got into Craven Cottage, this was seen as another layer of deterrent. AR concluded that this was an issue that should remain on the agenda and that further feedback would be helpful. JWG noted that figures for away fans would be looked at to see whether there was a pattern with home fans. MD added that use of recreational drugs was not a class one offence.</p> <p>Smoking Policy</p> <p>4.22 The Smoking Policy remained unchanged.</p> <p>TV Broadcasting/fixture change</p> <p>4.23 No concerns were reported for fixture changes although it was noted that the scheduling changes may cause an issue for borough operations as a whole.</p> <p>Customer Feedback (complaints/praise, statistics/trends)</p> <p>4.24 JWG reported that there had been 43 complaints for 2014/15, compared to 54 complaints during 2015/16, 26 of which arose from the Birmingham fixture. This figure included a spectator caught up in a crowded area, complaints about drinking, coin throwing and overzealous searching. JWG cautioned that the Birmingham fixture was not typical and confirmed that there were no discernible trends.</p> <p>Supporter Group liaison/feedback</p> <p>4.25 AR noted that feedback had not been provided by the QPR Supporters Group and confirmed that she was not aware of any safety issues having</p>	
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been reported by them.

5. Metropolitan Police

Updates on operational arrangements

- 5.1 JB reported that officers had been removed from the inside of the stadium for the majority of games and the single point of contact (SPOC) continued to operate effectively. Maintaining support for the three football clubs was manageable and would shortly be further supported with training for two additional public order trained officers and an inspector. JB also anticipated an additional inspector to be appointed. It was essential for them to become familiar with the stadia and it would take time for them to be fully operational.

Public order

- 5.2 As referred to earlier, the Birmingham fixture illustrated the importance of officers having local knowledge and understanding. JB felt that this could have been a more serious incident had this not been the case.

Arrests

- 5.3 JB reported that there had been 37 arrests during 2015/16 (15 during the previous year). Five of the arrests were for offences including the possession of flares, drunkenness and pitch incursion. 12 arrests resulted from anti-social behaviour and public order offences. There were eight arrests for drugs and one for theft. The figures also included three arrests at the Birmingham fixture and seven at the MK Dons fixture. This reflected a general increase across the board and doubles the previous year's figures.

- 5.4 AR highlighted a need for drug offences to be monitored as they reflected a quarter of the offences recorded and therefore could not be discarded. Similarly with the number of assaults. JB qualified the figures, commenting that there were figures arising from some key fixtures, such as Birmingham. AR acknowledged that the new method of collating the figures would take time to establish itself and that the first few games of the new Season would be monitored.

- 5.5 AR acknowledged that where Police time was taken up dealing with such incidents, this would inevitably reduce time spent on wider safeguarding activities. JWG observed that without ignoring the seriousness of other offences, arresting for drink related offences was an effective use of officer time.

Racist/homophobic behaviour

- 5.6 JB explained that this remained high on the agenda across all three clubs and any arrests would be followed through whenever possible. There has been a general increase in this type of behaviour during the last couple of seasons. During the discussion that followed, AR noted that whilst the arrest figures were low, it would be helpful to have a breakdown of specific public order offences identifying which were race or homophobic related. There was a notable increase in figures during a London derby and other high end match fixtures although advance intelligence logs received about the groups attending ensured successful outcomes for match day delivery. Brentford was a good example of this and JB was satisfied that this approach had ensured minimal incidents.

<p>5.7</p> <p>5.8</p> <p>5.9</p>	<p>Policing during ingress/egress There were no additional issues of note.</p> <p>Banning orders MD reported that eight MK Dons supporters had been convicted and received football banning orders preventing them from attending any football matches, home or away.</p> <p>MPS/CPS prosecution of football offences MD reported that there were 13 QPR supporters on bail for violent disorder and criminal damage following an incident in the City of London and the case would be heard at Crown Court at the end of this year. AR requested that the MPS and the Club continue to follow this and report back to the SAG. It was confirmed that those on bail were blocked from being able to purchase tickets.</p>	<p>MD/JWG</p>
<p>6.1</p>	<p>6. British Transport Police A BTP representative did not attend. KA would contact the BTP and any updates of note would be added to the minutes. It was noted that there was less impact on transport routes for QPR than, for example, Chelsea and that for all clubs the greatest impact was in central areas of London. It was noted that QPR supporters did not generally exhibit high risk behaviour when travelling. [Post meeting comment: nothing to add]</p>	<p>KA</p>
<p>7.</p> <p>(a)</p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p>	<p>Local Authority Review – 2015/16 Half Season</p> <p>(a) Lead Officer Update</p> <p>Inspections carried out KA reported that a number of matchday inspections had been carried out this Season and all written reports have been circulated to the Club and the SGSA. Actions required following inspections had been completed by the Club.</p> <p>Safety and security procedures review following Paris events KA noted that the table top discussions had proved to be very useful and worked well.</p> <p>Safety Certificate Review of the Safety Certificate was on-going and the annual stadium inspection will be conducted on 25th July 2016.</p> <p>School End observations KA reported that the enhanced search regime had been monitored at the School End and deemed to be thorough. GS added that there was a need for continued vigilance in the stands, particularly where individuals choose to stand up in the front rows of School Upper.</p> <p>Compliance with Safety Certification in terms of the Operations Manual KA confirmed that regular notifications of new and revised documents uploaded to the portal are received from MG and it was noted that the Operations Manual was accessible from the portal for key SAG members. KA reminded the Club that it should be recognised that the Local Authority can, in the event of any safety concerns or issues of non-</p>	<p>KA</p>

compliance with the Safety Certificate conditions, choose to refuse to issue the Certificate if the Operations Manual is not up to date. KA explained that the Club should ensure that draft documents, irrespective of whether they are finalised, should be available on the portal and they should reflect the actual safety management operation.

Smoke Free compliance

7.6 It was noted that No Smoking signage has been updated and briefings held to promote active monitoring and intervention where appropriate with supporters and staff smoking in areas where smoking is not permitted.

Customer Feedback/complaints

7.7 SN reported that following a complaint reported at the last SAG in respect of the Cardiff fixture a further complaint was received by the LA around a lack of transparency in the relationship between the Council, the Club, and the Police. SN had undertaken a review of KA's initial investigation. The scope of the review was to focus on four questions posed by the complainant:

1. Were witnesses sought to corroborate allegations of coin throwing at the crowd in the Lower Paddock by Cardiff fans?
2. Was evidence obtained from the steward who received numerous reports from the crowd of coin throwing and who stated that he was unable to do anything about it?
3. Was the CCTV independently reviewed?
4. Were the recordings of the radio messages between the stewards and the QPR Control Room checked?

7.8 In terms of the allegation of partners of the SAG colluding, the process of facilitating open forum discussion at the SAG meetings was explained. Formal minutes are taken by an independent Council Governance and Scrutiny Officer, and the meeting is attended by representatives from the MPS, the SGSA and many other partners, who all have an item to contribute on the agenda. The minutes are circulated to SAG members and a Supporters Trust representative and uploaded on the Council's website. In recent years there have been two different football lead officers at the LA who assist the Club as well as KA. SN concluded that the case file was comprehensive, referenced and in chronological order as she would expect it to be. The Club have accepted and acted upon KA's review recommendations and improved their record keeping. SN did not uphold the complaint but identified learning outcomes.

7.9 AR agreed that the review was comprehensive and commented that improved record keeping and note taking from stewards on the day of the Cardiff match would have greatly helped. Independent verification was and should be accurate and robust. JWG responded that the Club's system for recording information from the stewards had been updated to ensure that every incident is recorded in a report. AR enquired about CCTV cameras and footage, and JWG explained that the cost of upgrading the CCTV system was prohibitive but an upgrade to provide enhanced coverage was planned for the close season. Concluding the discussion AR confirmed that she was satisfied with the scope of the audit conducted by SN, and that no further action would be taken by LBHF. JWG added that there were no outstanding civil actions between

the Club and any individual and it was noted that details about Club matters would not be disclosed to the SAG unless they were directly related to matchday safety management.

- 7.10 Following the Birmingham fixture, Chief Inspector Simon Causer requested a joint agency debrief looking at the facts of the events and to identify lessons learnt from the management of the incidents. LBHF led the debrief and there were lengthy discussions by the senior leadership team and a number of proposals to develop Club match day management, which were subsequently implemented.

Persistent Standing notable fixtures

- 7.11 Dealt with elsewhere in the report.

Missiles

- 7.12 KA highlighted continuing concerns about everyday objects used as projectiles, such as lighters and coins, primarily by away supporters. JWG confirmed that any supporters can be moved if they are seated in a vulnerable spot. The difficulty in identifying those who throw items towards the pitch or home supporters was acknowledged. Stewards will proactively identify vulnerable people who are legitimately unhappy with the location of their seats.

Update from QPR Supporters Group

- 7.13 The QPR Supporters Group had not forwarded any information to the LA.

(b) Licensing Update

Inside the stadium

- 7.14 AO reported that Licensing Officers had conducted an inspection on the day of the QPR vs Brentford fixture. The discharge of the smoke device in the away concourse was witnessed. Licensing and gambling inspections carried out on the 12th March 2016 did not identify any breaches.

Outside the Stadium

- 7.15 AO informed the Group that there was a new licensee of The Queens Tavern (formerly Springbok). Compliance with match day Licencing Act conditions here, and at other public houses such as Belushi's (Shepherds Bush) frequented by supporters would be subject to continuing monitoring inspections to ensure that licensing conditions imposed were fit for purpose.

- 7.16 AR clarified that the work conducted by the Licensing Team incorporated a wide range of elements including monitoring of high risk fixtures and outside the stadium looking at drinking culture, local sale of alcohol and crowd spill over into the local Hammersmith vicinity. It was noted that a licensing report would be submitted to the next SAG following some focused work in this area.

(c) Highways Update

Network issues/planned closures

- 7.17 TP reported that no complaints had been received regarding road closures during the past sixth month period. In terms of Network issues,

7.18	<p>none of the engineering schemes fell on match days.</p> <p>It was noted that due to the St James development on the East side of Wood Lane the pavement would be closed for eight months. In terms of traffic management, pedestrians needing the tube stations would be redirected using clear signage, and either temporary safety barriers or, the preferred option, a designated protected walkway. AR commented that customers and local users should be advised and noted that TfL were aware.</p>	
7.19	<p>Traffic Management Order and associated Memorandum of Understanding</p> <p>TP reported that the Memorandum of Understanding had been redrafted and sent to QPR following Legal approval on 1st June. This would need to be agreed and signed with by the Club before the start of the Season.</p>	JWR/TP
(d)	<p>Parking Services Update</p>	
7.20	<p>KS informed the meeting there would be a change of contract commencing in October 2016 for the provision of tow trucks deployed to clear vehicles from closed roads. There would be a cost change and this would be communicated to the clubs as soon as it became available. KS confirmed there were no major issues reported and there had been no complaints about parking.</p>	KS
8.	<p>Update from the London Fire Brigade</p>	
8.1	<p>MMcH reported that there had been no apparent issues for the LFB and that it would be helpful to arrange a site visit, as mentioned earlier.</p>	QPR/LFB
9.	<p>Medical Provision Update</p>	
	<p>Update on the Medical Plan</p>	
9.1	<p>There had been some changes to incident procedures (mainly terminology) that would be emailed to the Club for inclusion in the Plan. RE reported that a pilot scheme between LFB and LAS in some boroughs meant that LFB would be providing first responders to 'code red' (highest priority) emergency calls. It may be that the first unit on scene might be a fire appliance, with fire officers with medical training. This was highlighted in order to avoid delays to site access when an ambulance would normally be expected. It was noted that the pilot scheme was not yet in this locality but is likely be extended. AR added that the boundaries of the responders' areas had slightly altered. MMcH explained that fire appliances were no longer Borough-centric and could potentially arrive from any area, so without local knowledge.</p>	RE
9.2	<p>JWG reported that following a cardiac arrest at the Nottingham Forrest game it was identified that additional emergency equipment store cupboards (holding blankets and other essential equipment including a defibrillator located in each stand) were required at strategic points around the ground. Suitable locations will be identified and installation will be carried out during the close season. Stewards and staff will be briefed as to the location of the equipment.</p>	JWG
9.3	<p>KA enquired whether the revised Medical Plan was agreed and JWG confirmed that the Plan reflected operational procedures and the</p>	

	<p>adjustments made were minor. RG would ensure that an updated list of recommended receiving hospitals would be sent to JWG. MG added that specific changes to the reviewed Medical Plan would be circulated and the current on-going work on the revisions would be concluded by 25th July 2016.</p> <p>London Ambulance Service</p> <p>9.4 The Medical Plan would be sent to the LAS and any comments shared directly with the Club outside of this meeting. PH advised that the LAS had not been required to provide medical services at the stadium during the season, with all incidents handled by St John Ambulance, although on site presence will remain.</p>	<p>RE</p> <p>MG</p> <p>MG/PH</p>
<p>10.</p> <p>10.1</p>	<p>Update from the Sports Ground Safety Authority</p> <p>Match day monitoring</p> <p>RH reported that there were no issues to bring to the meeting. KA sought confirmation that a pitch side gate with a damaged bolt identified during an SGSA inspection had been repaired and JWG confirmed that it had been repaired promptly.</p>	
<p>11.</p> <p>11.1</p> <p>11.2</p> <p>11.3</p>	<p>Looking forward to rest of 2015/16 Season</p> <p>Safety Officer update / fixture categories and anticipated challenges</p> <p>The first match will be a pre-season friendly vs Watford and the Club were awaiting confirmation as to whether they would host the Saudi Super Cup fixture planned for 8th August 2016. The first home match of the Season would be 7th August vs Leeds.</p> <p>Closed stadium works</p> <p>JWG reported that the Control Room of the stadium was being refurbished to provide improved communications facilities and additional CCTV monitors. Two of the CCTV fixed cameras (Nos.5 and 10) would be moved and upgraded. RT added that three toilets blocks were being refurbished. MG reported that changes to the reception area and players entrances were planned.</p> <p>Other issues / challenges</p> <p>JB reported that Hammersmith Police Station would be closed for two years for refurbishment from September 2016 and that means that officers would be operating out of other police stations. There would be arrangements in place for any persons arrested to be accommodated at other police stations.</p>	
<p>12.</p> <p>12.1</p> <p>12.2</p>	<p>Chairman's update</p> <p>Stewarding and Customer Care</p> <p>The Chairman highlighted the importance of good customer care and a friendly welcome from stewards which contributes towards ensuring the safety of the public. She commended the work of the Club collectively and the effective joint partnership arrangement, which she anticipated would continue to work successfully.</p> <p>Persistent Standing</p> <p>AR stated that the incidence and management of standing would be</p>	

