

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

12 January 2016, 10.00am
Hammersmith Town Hall

MINUTES OF MEETING

Name	Initials	Organisation
Ann Ramage (Chairman)	ALR	Head of Environmental Health Commercial (LBHF)
Karen Ashdown	KA	Commercial Services (LBHF)
David Nimmo	DN	Building Control (LBHF)
Tony Pegrum	TP	Network Operations (LBHF)
Stephanie Needham	SN	Commercial Services Manager (LBHF)
Richard Turner	RT	Facilities & Security Manager (QPR)
Mark Gibson	MG	Facilities & Operations Assistant (QPR)
Jenny Winstanley-Griston	JWG	Head of Operations (QPR)
James Brockway	JB	Inspector (MPS)
Simon Causer	SC	Chief Inspector (MPS)
Jason Evans	JE	Football Intelligence Officer (MPS)
Pat Hickey	PH	London Ambulance Service (LAS)
Alex Fish	AF	Deputy Safety Officer (QPR)
Jim McNeill	JM	Safety Officer (QPR)
David Abbott (minutes)	DA	Committee Services (LBHF)
Antoinette Miller	AM	Parking Services (LBHF)
Keith Stevenson	KS	Information & Special Events Officer (LBHF)
Michael Allen	MA	Network Coordination Manager (LBHF)
Ahmad Rafique	AR	Street Scene Enforcement (LBHF)
Lou Elliston	LE	Sports Ground Safety Authority Inspector (SGSA)

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: Pat Hickey (LAS) and Antoinette Miller (LBHF Parking).</p> <p>2.2 Apologies were received from: Douglas Dickson (Trading Standards), Adrian Overton (Licensing), Graham Souster (Commercial Services) and Lee Curie.</p>	
<p>3. Confirmation of previous minutes and matters arising</p> <p>3.1 The minutes of the meeting held on 8 July 2015 were approved as an accurate record. The Chairman identified the following actions from the minutes that were outstanding:</p> <p>3.2 Item 1.2 regarding the use of the TA centre for match-day contingency plans. JWG said the review of security/counter terrorism policies was ongoing.</p> <p>3.3 Item 2.3 regarding the stewarding investigation and request to the MPS for information. The MPS said that there would be no further action with the investigations.</p> <p>3.4 Item 2.4 regarding stewarding familiarisation training. JWG confirmed all stewards had been briefed at the start of the Season and there had been two desk top scenario sessions.</p> <p>3.5 Item 3.8 regarding offensive language in the family areas – pre-season briefings and the use of undercover staff in the areas were being used where necessary. The indication to date was that there had been a reduction in these issues and the interventions were working.</p> <p>3.6 Item 3.9 regarding the use of drug detection dogs. JM advised they had not been used so far this Season.</p> <p>3.7 Item 3.14 regarding persistent standing – JWG noted that this was continuously monitored and the Club's procedures had been consistent. JWG would check that the procedures were up to date in the Operations Manual.</p> <p>3.8 Item 4.1 regarding the British Transport Police contact who is now John Sanderson.</p> <p>3.9 Item 5.6 regarding the Wigan play-off incident. MPS confirmed that no charges were being taken forward.</p>	JWG

<p>3.10 Item 6.2 - Mike Stevens from the London Fire Brigade attended match-day on 25 August 2015.</p> <p>3.11 Item 7.3 - It was reported that the Medical Plan is on the portal and will be reviewed before the 2016-17 Season.</p>	
<p>4. QPR Safety Management Review 2015/16 Half Season</p> <p>Crowd behaviour (Home & Away supporters)</p> <p>4.1 JWG reported that there had been no notable issues during the first half of the Season.</p> <p>Searching and Security Arrangements</p> <p>4.2 After the terrorist attacks in Paris the Club reviewed its protocols and procedures. JM noted that the Club's review raised a number of issues about how they would respond to a comparable incident. The Club are putting together a one page sheet of anti-terrorism advice for stewards. Managing either evacuation or lockdown was highlighted as a key issue and further work is being carried out to enhance these arrangements. It was noted that vigilance is being maintained.</p> <p>4.3 There was a table-top exercise led by the MPS on 17 December 2015 – run partly as a training session for stewards and Club staff but also as the start of a process to rewrite the Club's crisis management strategy. A key lesson was not to be overly rigid in anticipating the response to an event – safety officers need a range of options that cover a wide range of scenarios (affecting both the Club and areas of interest nearby like Westfield).</p> <p>Stewarding Changes</p> <p>4.4 JWG reported that the Club was using the same organisations as at the last SAG. There had been some issues with getting requested staff numbers from one of the agencies but overall numbers were stable and always over that that was required. The new deployments were still being tweaked but the Club felt comfortable that they were running a safe operation and steward ground familiarisation and competency is increasing as expected. Performance would be reviewed at the end of the Season. Any changes to agencies contracted would be discussed with LBHF in advance of a decision.</p> <p>Dealing with flares, smoke bombs and pyrotechnics at matches</p> <p>4.5 There had been no pyro or similar incidents to date.</p> <p>Persistent standing observations/trends</p> <p>4.6 There had been no major issues. Standing continued to be common in R Block and Q Block but that was due to the sightlines. Effective stewarding ensures the gangways are kept clear as a priority. There had been good dialogue with supporters groups on this issue. It was noted that the Club reported instances of standing following each match with the returns to the Football League. JWG agreed to find out if the information could be accessed following the returns and if so would share with the group.</p>	<p>JM</p> <p>JWG/JM</p> <p>JWG</p>

<p>Ejections/refusals</p> <p>4.7 There were a notable number of rejections and refusals at the Cardiff, Preston North End and Brighton games. There was a fight between away supporters at the MK Dons game in October which led to arrests. Refusal numbers had dropped off towards the end of the year.</p> <p>Smoking Policy</p> <p>4.8 The stadium smoking policy has not changed.</p> <p>TV Broadcasting/fixture change</p> <p>4.9 The TV broadcasting selections so far this Season required the following match changes:</p> <ul style="list-style-type: none"> • Cardiff - 3pm to 5.15pm 15th Aug • Blackburn - Tues 15th to Wed 16th Sept 7.45pm • Hull - 3pm 2nd Jan to 5.30pm 1st Jan • Wolves - 3pm to 12.30pm 23rd Jan • Fulham - 3pm to 12.30pm 12th Feb <p>Customer Feedback (complaints/praise)</p> <p>4.10 JWG reported that there had been a complaint from a Season ticket holder regarding the Club response to reported coin throwing by away supporters. This was thoroughly investigated and KA reported the investigation findings and remedial action taken later in the meeting. There had been occasional complaints about bad language or sight lines but no emerging trends. There was an historical complaint back with the Club following the conclusion of a police investigation which did not result in any charges being brought.</p> <p>4.11 The Chairman asked if complaint figures were available. JWG responded that they would be collated at the end of the Season. This would give us an opportunity to look at the overall picture and see whether there were any trends.</p> <p>Supporter Group liaison/feedback</p> <p>4.12 JWG reported that all minutes of the supporter group meetings were available on the Club's website. Whilst the majority of the items discussed were not safety related or relevant to the SAG any relevant issues would be discussed with the Local Authority.</p>	<p>JWG</p> <p>JWG/KA</p>
<p>5. Metropolitan Police</p> <p>Updates on operational arrangements</p> <p>5.1 Officers had not been deployed inside the stadium for the majority of games, and they were only required to be brought into the stands once for an incident between MK Dons supporters. It was anticipated they would be needed three or four times during the second half of the Season during more challenging fixtures. SC remained the MPS lead Match Commander for QPR but he would be leaving towards the end of the Season.</p> <p>Public order</p> <p>5.2 There was only one public order incident; a fight between MK Dons</p>	

supporters on the 24th October 2015 that led to seven fans being arrested. Of those seven, five had been charged and banning orders were being sought. The group that were arrested had been identified as an anti-social group and the Police had interacted with them pre-match, which was a major contributing factor to progressing their cases. While no Police Officers were deployed inside the ground it only took two and a half minutes from the first punch being thrown to the incident being controlled. The stewards, spotters, and Control Room team were commended for handling the situation well.

Arrests

- 5.3 There had been 15 arrests so far this Season and of those nine supporters had been charged. There had also been one ticket issued for disorder. This represented a general downward trend as compared with figures from previous years. By way of comparison it should be noted that we are comparing Championship fixtures with Premier League of last season so not like for like.

Security Update following Paris attack

- 5.4 There have been a number of information sharing exercises and work was ongoing in the background on this but it had not affected match day delivery. The Chairman noted how well the MPS had communicated following Paris and felt the information exchange was valuable to all organisations. She asked that regular updates be sent to the Local Authority so it could be cascaded to relevant Council partners.

Racist/homophobic behaviour

- 5.5 There had been two minor racist incidents, both directed towards stewards, and one had led to charges.

Policing during ingress/egress

- 5.6 There were no issues of note.

Banning orders

- 5.7 JE noted that with the European Cup 2016 in France coming up there were more resources available to process banning orders and a number of applications were ongoing.

MPS/CPS prosecution of football offences

- 5.8 The MPS continued to operate a positive charge policy for those who had been arrested.

QPR Supporter behaviour at away fixtures

- 5.9 JE reported that there had been no up-turn in bad behaviour from last season. 12 supporters were bailed for violent disorder following the Charlton game and there were five arrests on the evening of the Fulham game. The Brentford game was expected to be challenging but a number of recent banning orders and individuals on bail had a significant impact and ultimately there was only minor disorder and anti-social behaviour.

<p>6. British Transport Police</p> <p>6.1 There were no representatives from the BTP in attendance. BTP will be contacted and any updates of note would be circulated.</p>	<p>KA</p>
<p>7. Local Authority Review – 2015/16 Half Season</p> <p>(a) Lead Officer Update</p> <p>Observations following Inspections</p> <p>7.1 Following matchday inspections a number of issues had been identified (none were safety critical) but all had been responded to promptly by the Club.</p> <p>7.2 A complaint was received by the Local Authority and the Club from a season ticket holder that incidents of coin throwing by away supporters at the Cardiff match on 15th August 2015 were not responded to by stewards. The allegation is not disputed however the LA investigation has not been able to substantiate the complaint:</p> <ul style="list-style-type: none"> • There was no evidence on the CCTV footage provided by the Club of coin throwing. • The Police Match Commander confirmed he was not made aware of nor did he observe any incidents of coin throwing. • None of the written incident reports from stewards refer to coin throwing. • The Football Association Advisor confirmed that the Referee's Report did not make any reference to any crowd related incidents during the match. <p>Notwithstanding this the LA's comprehensive audit of the matchday documentation and steward deployment did lead to a number of recommendations being made which have been accepted and acted upon by the Club.</p> <p>7.3 Recommendations made included:</p> <ul style="list-style-type: none"> • Additional training and supervision for stewards unfamiliar with the ground • Redesign of matchday documentation to make it easier to complete (with legible handwriting) and more transparent for those who audit records post-match • Refresher briefings for supervisors on completion of steward deployment data, incident reporting protocol and completion of written debrief reports • Recording remedial or follow up action taken in response to incidents and facilities management issues • The formal post-match audit of paperwork to identify actions for follow up should be conducted on matchday rather than the next working day • Club to conduct a full audit of stewards training records with all security companies contracted on matchdays in light of the relatively high number of stewards new to the ground this season <p>7.4 KA will report back to the complainant after future monitoring to assess the effectiveness of implementation of these improvements in operations.</p>	<p>KA</p>

<p>Safety Certificate</p> <p>7.5 Version 4.0 of the safety certificate was issued on 14 October 2015. Seats no longer required to be taken out for TV camera positions have been reinstated.</p>	
<p>Outside broadcasting vehicles</p> <p>7.6 There have been fewer OB vehicles this Season and have been seen to be well segregated. JWG commented that due to the OB vehicle contract being up for tender it was anticipated that there would be new, smaller vehicles next season.</p>	
<p>Operations Manual and associated documentation</p> <p>7.7 There had been a significant number of revisions and additional documents added to the Operations Manual by the Club, particularly in the area of security and stewarding.</p>	
<p>Smoke Free compliance</p> <p>7.8 Following an ongoing issue of staff smoking in an enclosed area behind reception a formal warning letter had been sent by LBHF and JWG reported that the issue had been resolved.</p>	
<p>7.9 It had been observed that a covered area in the Ellerslie Road Stand was being used as an unofficial smoking area on match days. It was observed that fans needed more encouragement to move to the open area by the gate where smoking is permitted. JWG agreed stewards would be more proactive.</p>	JWG/JM
<p>(b) Licensing Update</p> <p>7.10 There were no issues arising from the most recent inspection.</p>	
<p>(c) Highways Update</p> <p>Traffic Management Order and associated Memorandum of Understanding</p>	
<p>7.11 TP reported that the Memorandum of Understanding had been redrafted and would be sent out for Legal approval by QPR and LBHF. The MPS were content with the most recent draft.</p>	TP
<p>7.12 The current experimental Traffic Management Order expires in April 2016 and subsequently the Order would become permanent.</p>	
<p>Network issues/ planned closures</p> <p>7.13 There had been a major traffic impact on Wood Lane following the Ariel Way closure. JWG reported that staff were now placed further down South Africa Road at the Wood Lane junction to pre-empt congestion problems.</p>	
<p>7.14 TP also noted that there would be major works on Kings Road starting in February and lasting for nine months. The closures would be phased with the most severe taking place between the end of April and September. Hammersmith Bridge was also scheduled for closure in the summer.</p>	
<p>7.15 There had been a complaint from a resident about the matchday closure</p>	

<p>of Ellerslie Road. Currently the road is closed three hours prior to the match but JWG said the Club would look at making this a more flexible arrangement but pedestrian safety would not be compromised.</p> <p>(d) Parking Services Update</p> <p>7.16 There were no major issues arising and there had been no complaints about parking.</p> <p>(e) Street Scene Update</p> <p>Highways enforcement/ Licensing (skips, building materials, scaffolding)</p> <p>7.17 AR reported that following intervention with local residents, fly tipping and refuse collection issues were much reduced. Any incidents can be reported to cleaner.greener@lbhf.gov.uk or by calling 020 8753 1100. The 'Out of Hours' contact is 020 8748 8588. The management of the flats in Ellerslie Road conducted regular pre-match checks for fly tipping and there have been no problems reported with this.</p> <p>Street Trading</p> <p>7.18 Enforcement officers had relocated a trader in South Africa Road. Some tension had arisen from The Springbok pub selling burgers outside their premises next to another licenced trader.</p> <p>Other Issues</p> <p>7.19 RT reported that a street litter bin outside the stadium had been knocked over in a car accident but had not been replaced. The Chairman asked Waste officers to follow up with this and arrange for a replacement.</p>	AR
<p>8. Update from the London Fire Brigade</p> <p>8.1 There was no LFB representation at the meeting. The SAG representative will be contacted and any information of note will be circulated.</p>	KA
<p>9. Medical Provision Update</p> <p>Update on Medical Plan</p> <p>9.1 There had been some changes to incident procedures that would be included in the plan.</p> <p>Accidents, injuries and near misses</p> <p>9.2 MG reported that there had been 10 in total so far - compared with 18 last season. This may be due to the reduction in supporter numbers. The incidents were; burns from hot drinks, trips and falls, and fans hit by the ball. There was no identified trend to these incidents which happened at different games in different areas.</p> <p>9.3 JWG reported that there had been a cardiac arrest at the Nottingham Forrest game. A steward noticed the fan struggling and reported it to the Control Room straight away. The patient was identified on CCTV and St John's Ambulance responders carried out the defibrillation and patient</p>	JWG/PH

	removal from the ground. Every part of the response chain worked well and the individual survived. JM noted that the organisation had debriefed the incident and they were looking at installing additional cupboards (holding blankets and other essential emergency equipment) at strategic points around the ground. The Ambulance Service would advise on appropriate equipment.	JM/PH
9.4	<p>London Ambulance Service</p> <p>The Medical Plan would be sent to the LAS for review.</p>	JWG/PH
10.	<p>Update from the Sports Ground Safety Authority</p> <p>Observations following Inspections</p> <p>10.1 LE reported that she was impressed at the last visit (Leeds game) and there were no issues to report.</p> <p>Other matters</p> <p>10.2 A second Safer Together Conference was being planned for late spring. Members of the group would be notified when a date was confirmed.</p> <p>10.3 The Hillsborough inquest is scheduled to conclude in February and the SGSA will be circulating a response.</p> <p>10.3 The SGSA are currently considering various income generation strategies which will be communicated to stakeholders in due course.</p> <p>10.4 Funding had been made available for a revision of the Green Guide. A number of items would be going out to consultation over the next two years – LE noted that she was particularly interested in changes to medical procedures. The revised guide would be published towards the end of 2017.</p>	SGSA
11.	<p>Looking forward to the remaining 2015/16 Season</p> <p>Safety Officer update / fixture categories and anticipated challenges</p> <p>11.1 Fulham, Brentford, and Bristol were highlighted as potentially challenging.</p> <p>Other issues / challenges</p> <p>11.2 The Chairman raised a concern about the lack of consistency in match commanders but SC reported that he would be the match commander for all of the London derby games. The MPS would be introducing three match commanders attached to Hammersmith & Fulham to give greater consistency in the future. JM noted that he had felt comfortable with all of the match commanders he has worked with but an understanding of the stadium layout was important.</p>	
12.	<p>Chairman's update</p> <p>SAG Terms of Reference review</p> <p>12.1 The terms of reference had been reviewed and updated, the main change being an additional clause relating to supporters groups. It was agreed by members that the revised version should be adopted. The</p>	KA

	updated document would be circulated with the minutes of the meeting.	
12.2	<p>Football Supporters Trust enquiry</p> <p>Three supporter trusts (QPR/Chelsea FC/Fulham FC) had approached the Chairman about attending future SAG meetings. The Chairman had written to them explaining the challenges presented by them attending however it was agreed that the agenda could be made available to them prior to meetings and they could usefully feedback on safety issues through the Chairman and the club LA lead officers. The group agreed with that approach. JGW noted that it should be made clear to any supporter organisation that the Club should remain the first point of contact for the reporting of any safety concerns.</p>	AR/KA
12.3	<p>Football Safety Enforcement Policy review</p> <p>In line with SGSA guidance the LBHF Sports Grounds Enforcement Policy is being updated. It was anticipated that it would be completed in time for the next SAG meeting.</p>	KA
12.4	<p>Confirm contact details for Match Postponement MoU</p> <p>The list of contact details was updated and would be circulated when completed.</p>	KA
12.5	<p>Fixture clashes update</p> <p>A joint letter would be sent to the Football Association, Premier League, Championship, and UEFA regarding the resourcing challenges of the three Hammersmith football clubs when scheduling results in fixtures taking place on the same day. Shared stewarding arrangements between Chelsea and Fulham made match-day clashes difficult to resource by those clubs unless they were playing each other. It was noted that tube network capacity, and Police resourcing were also key reasons to avoid clashes. The MPS and TFL would be supporting this.</p>	AR
13.	Any Other Business	
13.1	None.	
14.	Date and venue of next meeting	
14.1	The next meeting is planned for w/c 4th July 2016. Date to be circulated.	

The meeting ended at: 12:45pm