

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

**Thursday, 24<sup>th</sup> January 2019, 9.00am  
Loftus Road, South Africa Road, London W12 7PJ**

**MINUTES OF MEETING**

<b>Name</b>	<b>Initials</b>	<b>Organisation</b>
Ann Ramage (Chairman)	AR	Interim Director for Regulatory Services (LBHF)
Charles Francis	CF	Governance and Scrutiny (LBHF)
Richard Acholowino	RA	Waste Management, Markets & Enforcement
Patrick Hickey	PH	LAS – Venue Commander
Paul Humphries	PH1	London Fire Brigade
Paul Sutton	PS	Facilities Co-ordinator (QPR)
Mark Gibson	MG	Operations Manager (QPR)
Jim McNeill	JMcN	Safety Officer (QPR)
Alex Fish	AF	Deputy Safety Officer (QPR)
Lee Hoos	LH	CEO (QPR)
Joshua Scott	JS	Facilities & Operations Co-ordinator (QPR)
Stephanie Needham	SN	Commercial Services Manager (LBHF)
Geraldine O'Grady	GO	Commercial Services (LBHF)
Keith Stevenson	KS	Information & Special Events Officer (LBHF)
Joan Durose	JD	Environment – Consultant (LBHF)
Matthew Ramsey	MR	Regulatory Services (LBHF)
James Brockway	JB	Chief Inspector (MPS)
John Gerard	JG	DFO (MPS)
Michael Allen	MA	Highways (LBHF/RBKC)

ITEM	ACTION
<p><b>1. Welcome from the Chairman</b></p> <p><b>1.1</b> The Chairman opened the meeting and welcomed everyone.</p>	
<p><b>2. Apologies/New Members</b></p> <p><b>2.1</b> Apologies were received from: Geoff Galilee (SGSA), Karen Ashdown (LBHF), Lee Curry (LBHF), Steve Wasp (NHS England), Dawn Rabin (St Johns Ambulance), Matt Shute (London Ambulance Service) and Michele McHugh (LFB).</p>	
<p><b>3. Confirmation of previous minutes and matters arising</b></p> <p><b>3.1</b> The minutes of the meeting held on 2<sup>nd</sup> July 2018 were approved as an accurate record. The Chairman identified the following actions from the minutes that were outstanding:</p> <p><b>3.2</b> Item 4.4 - MG had agreed to remove a fan from the search area to prevent interference with the flow of the queue. AR confirmed this could be resolved outside the meeting.</p> <p>Item 7.3 – The Medical Plan required sign off. MG confirmed it would be actioned as a priority.</p> <p>Item 8.4 – A full review of the capacity calculation was required. MG stated there had been no change. AR confirmed that current capacity calculations were due for review by the SGSA in July 2019.</p> <p>Item 9.1 – AR confirmed the action would be covered in Part 2 of the meeting.</p> <p>Item 9.4 – Redesign of parking signs - Keith Stevenson to speak to Geraldine O’Grady outside of the meeting.</p> <p>Item 9.5 – Fly tipping on private land had been resolved.</p> <p>Item 12.1 – Club to share SGSA licence application information – ongoing.</p> <p>Item 13.4 – New General Safety Certificate – ongoing.</p> <p>Item 13.7 – Review policies and procedures – ongoing.</p>	<p>MG</p> <p>MG</p> <p>GO/KS</p> <p>MG</p>

<p>4. <b>Fixture Notable: QPR V Union Berlin 28 July 2018 QPR V Millwall 19 September 2018</b></p> <p><b>QPR v Union Berlin</b> – GO provided a summary of two notable fixtures. She explained there had been issues at entry when 800 + fans arrived at the entrance accompanied by the police. These fans did not want to join the queuing system and a scuffle occurred as they tried to remove the barriers. The Safety Officer decided to allow entry ahead of the queue. Fans settled down and waited patiently for ticket checks and searching.</p> <p>There was persistent standing throughout the match and vomitories were not kept clear. Two supporters were standing on the front wall of the upper stand; one being held by his leg by a supporter and the other with one foot on the wall and the other on a seat. As a result, the Safety Officer decided that the risk of going into the middle of the crowd to complete extraction of their leaders would be more dangerous than to monitor the crowd and their actions. PA messages in English and German were put out requesting supporters to move off the ledge immediately.</p> <p>Additional issues included drinking in view of the pitch. The Safety Officer advised stewards this was permitted unless fans were drinking from cans. The Safety Officer confirmed that this was the instruction given, the ground regulations would not be enforced. Bottles were thrown on the pitch towards the end of the match. It was an incorrect decision to allow alcohol possession in view of the pitch – still a Designated Match whereby the Sporting Events (Control of Alcohol etc) Act 1985 applies and the balance to try to keep the peace.</p> <p>European Fixtures have differing challenges and it can be difficult to assess resources required. Resourcing should err on the side of caution for future European fixtures.</p> <p><b>QPR v Millwall</b> – The match was well planned and went very smoothly. The only issues noted were that the fire exit at the entrance to the School Upper Stand in Ellerslie Road was temporarily blocked during the beginning of the match as the barriers were brought into the stadium; the management of vomitories' and aisles had improved although some of the aisles were blocked during the match. For the first time a Special / emergency debrief was not needed following the Millwall fixture.</p>	
<p>5. <b>QPR Safety Management Review 2016/17 Mid-Season</b></p> <p>5.1 Management / Operational Changes LH explained that Mark Donnelly had left the Club. AR thanked</p>	

MD for his contribution to the SAG and for all of his hard work. LH confirmed that MG had taken over this position, but he had given notice that he would be moving on in the spring. The Club will evaluate both internal and external candidates to replace MG. LH confirmed that staff changes would have a significant impact on QPRs off-season.

AR asked when MG's last day at QPR would be. In response, MG confirmed that this was Tuesday 16 April 2019.

- 5.2** AR noted there had been a strong continuity at the Club and the changes would need to be monitored by the SAG. AR commented that the operations manual and procedures were very good, and it was at times like these, when a strong infrastructure was important. AR formally thanked MG for all his work supporting the SAG. MG confirmed that he would ensure all the amber actions from the July 2018 SAG would be completed ready for the new season.
- 5.3** AR provided an update on the operational command structure. It was noted that LH was Gold and Mark Donnelly had been Silver. AR asked if this had been updated by the Club. AR confirmed that the Club's command structure would need to be updated to ensure the business model was robust.
- 5.4 Stewarding and security arrangements**  
JMcN confirmed that the arrangements for every match were intelligence led. There has been a good atmosphere in X block, but XY block remained an ongoing concern, given that fans had declared ownership of this part of the ground. Persistent standing was also a concern in XY Block.
- 5.5** JMcN confirmed that JG had provided strong intelligence to the Club for games and the Club received good intelligence for the Millwall fixture.
- 5.6** JMcN confirmed the Club had not had any serious crowd problems and the Berlin fixture was a one-off event and there had been learning.
- 5.7 Forthcoming Fixtures**  
In terms of forthcoming fixtures, JMcN confirmed matches included Leeds United, Birmingham City, Stoke City and Nottingham Forest and that it would be a hard run to the end of the season.
- 5.8** AR commented that there had always been a robust structure at QPR for match days. She noted that the Club had moved to a more customer focused approach which was positive and seeing improvements. The Club would need to think about the gap that MG's departure would leave. LH confirmed the Club regularly

audited staff and looked to make improvements as evidenced by QPR being only one of twelve clubs that received the Family Excellence Award.

### **5.9 Match Day incidents**

JMcN confirmed there had been one pitch incursion during the Preston North End fixture. AR asked JB if he had any observations he wished to make. In response JB explained it was anticipated the MPS would be busy at the Stoke City game as 3,000 away fans were expected. In relation to the Birmingham match, the upper and lower stands were anticipated to be a challenge and both the Leeds and Birmingham games would need additional MPS resources.

- 5.10** AR confirmed that one issue which had surfaced at all three of the boroughs clubs was ticketing issues. AR highlighted there had been times when decisions had been made about allocations for a particular game, but all the away tickets had been sold which meant the approach in some cases was out of sync with the commercial ticketing arm. AR explained that there had been 20 fixture changes across all 3 clubs which had significant implications for the tactical meetings which were needed. AR confirmed that there needed to be assurances about the risk assessments for each fixture and that they were carried out in the ticket sales. AR reminded the Club that the Local Authority had the power to reduce the capacity at a stadium on safety grounds however, this had never been required before where the partnership was working well.

JMcN advised the ticketing office was doing a good job in trying to stop away fans purchasing tickets for home stands. JG confirmed that the MPS were in close contact with the Club, but in some cases, taking action was dependent on how quickly the MPS received intelligence from the away club.

- 5.12** AR reiterated that all risk assessments needed to be robust for each fixture and followed.

### **5.13 Refusals and ejections**

JMcN reported that there were 64 ejections in total. 37 away fans and 27 home fans. Derby County had been a notable fixture, with 12 ejections, which had included the ejection of 9 away fans for drinking in view, 1 away fan for fighting, 1 away fan for standing on a handrail and 1 home fan for a pitch incursion. Looking at the trend on the previous year, JMcN explained there had been 64 ejections so far, compared to 89 for the full season in 2017/18 which suggested the final season figure would be slightly higher this year.

<p><b>5.13 Accident, Injuries, near misses: statistics/trends</b>  MG reported that there had been 17 accidents/injuries, which included 14 supporters and 3 members of staff. There had also been 22 illnesses which in most cases were pre-existing injuries. He confirmed that no fixture had any exceptional injury figures.</p> <p><b>5.14 Customer feedback – praise and complaint</b>  The Club noted that there had been a major focus on customer service. JMcN confirmed that the Club was committed to responding promptly to all correspondence and any match day complaints. He mentioned that a total of 20 complaints had been submitted to date. Four complaints had stemmed from the Sheffield Wednesday game and these mainly related to restricted views and sitting in the wrong area.</p> <p><b>5.15</b> JMcN stated that in relation to complaints outside the stadium, the only outstanding issue he was aware of, was concerns raised by the residents on the Wood Lane estate. To mitigate their concerns, QPR had offered to close the gate to minimise the number of anti-social behaviour incidents. MG confirmed that a further issue included the desire of the Wood Lane residents to go through the road closure, so they had unrestricted access to the estate.</p> <p>MG further noted that QPR was committed to regular and meaningful consultation with its fans and their representative fan groups.</p> <p>GO advised that the local authority would be monitoring access and egress through the Wood Lane estate during match day monitoring visits.</p> <p>AR noted that no information had been supplied by the Club on the number of refusals and requested that this information be sent to the Authority, as it was a positive statistic that indicated good work done on access.</p>	
<p><b>6. Metropolitan Police</b></p> <p><b>Updates on operational arrangements</b></p> <p><b>6.1</b> JB reported that the season had a good start and had progressed well. Operational arrangements remained the same. Mark Whitten had left his role and JB explained that there might be some changes of the cadre going forward.</p> <p><b>6.2</b> JB reported there had been 17 fixtures played at Loftus Road at the mid-season point, which included 14 League fixtures and 3 Cup fixtures. This equated to 10 x Category A, 3 x Category B and 1 x Category C fixture. JB noted that 14 Command Team roles had been required this season for games at Loftus road. Two had been</p>	

filled by non- LBHF Borough Senior Leadership Team (SLT) and 12 had been resourced by the local SLT.

### **Public order / Arrests**

- 6.3** JB reported that arrests were lower than last season with a 50% reduction. There had been 14 arrests, 8 home (including assault and affray) and 6 away (minor public order and drug offences). There were no notable trends to report.



### **Racist / Homophobic behaviour**

- 6.4** There had been no incidents to report.

#### **Any notable fixtures**

The Millwall fixture. JB confirmed the Police operation was tried and tested and was specific to that fixture. Because of good planning, there had been no cases of disorder in the last three years. In addition, the Unison Berlin fixture had been a challenge. Policing arrangements were difficult due to the liaison work required and significant partnership working, and planning had been done beforehand.

#### **Crowd behaviour**

There were no issues to report. Cross borough Policing was an ongoing challenge.

#### **QPR Supporter behaviour at away fixtures**

JB reported that QPR had played 15 away fixtures so far. Approximately 13,104 QPR supporters had attended away domestic fixtures at the Mid-season point. JB explained there had been 6 ejections for breach of ground regulations.

#### **Policing during ingress/egress**

No issues to report.

#### **Banning orders**

Two existing banning orders were being removed as supporters behavior had improved. No new banning orders had been issued. JB explained that some youth supporters had caused problems and several warnings had been issued. One youth supporter had required a 1:1 meeting which had improved his behavior.

#### **Safeguarding**

No issues to report.

<p><b>7. Medical Provision</b> No update was provided. It was noted that MG was to ensure that all parties were happy with the terminology used in the medical plans. Any changes will be incorporated, and an update provided at the next meet of the SAG.</p>	
<p><b>8. Local Authority Review – 2016/17 Half Season</b></p> <p><b>8.1 Lead Officer Update / Matchday planning</b> It was noted that MG would be leaving his post in the near future. GO and AR thanked MG for all his hard work with the QPR Safety Advisory Group.</p> <p><b>8.2 Inspections carried out</b> GO reported that eight focused inspections had been carried out this season. Stewards were observed to be polite and adhering to the search regime procedures which had been cascaded down from supervisor briefings.</p> <p><b>8.3 Persistent Standing</b> GO reported that persistent standing in the School End Stand and Y-X blocks had been observed during all the inspections and vomitories were blocked at some matches (Berlin and Aston Villa). Supporters often stood throughout the game but were generally well behaved. The Club had enhanced its stewarding and responded as needed dependent on the previous history of visiting team supporters and intelligence.</p> <p><b>8.4 External Issues</b> GO reported that furniture placed outside of the Queens Tavern and Take Away on South Africa Road was only observed once this season and the furniture was removed on request.</p> <p>The level of fly tipping appears to have improved, however there are still issues with fly tipping in Imre Close on land which belongs to PA housing association. GO is in the process of arranging a site meeting with the area officer for the associations to discuss solutions to this problem.</p> <p><b>8.5 General Issues</b> GO explained that communication with away fans had been poor at the corner of Bloemfontein Road and Ellerslie Road at some matches. It was also, noted that some staff were reluctant to use loudhailer. GO reported that Signage had been improved at the School Upper entrance on Ellerslie Road.</p> <p><b>8.6 Smoke Free compliance / Signage</b> GO reported that housekeeping in the stadium had been good and</p>	<p>LBHF</p> <p>GO</p>



<p>there had been continued improvements with smoke free compliance.</p> <p><b>8.7 Safety Certificate</b> Review of the Safety Certificate considering the new SGSA guidance is ongoing.</p> <p><b>8.8 Customer Feedback/complaints</b> GO reported that one complaint had been received regarding vehicle access through traffic management controls and the behaviour of QPR and visiting fans walking through the Wood Lane Estate. Monitoring has been carried out and the process was found to be satisfactory, monitoring will continue during future matches.</p> <p><b>8.9 Update from QPR Supporters Group</b> GO confirmed that a copy of the agenda had not been sent to the supporters' group, but she would send a copy of the sag minutes and any comments brought to the next meeting.</p> <p><b>8.10 Licensing Update</b> No non-compliances were found during the licencing inspection.</p> <p><b>8.11 Building Control</b> No issues to report.</p>	<p>GO</p> <p>GO to send a copy of the minutes to supporters' group</p>
<p><b>9. Outside the Stadium</b> No significant issues to report.</p> <p><b>9.1 Traffic Management Order / Highways</b> GO reported that observations of the TMO were carried out following a complaint. Following investigations, it was concluded that the implementation of the TMO was found to be satisfactory. MG provided details of how the TMO operated as set out below:</p> <p>“The QPR TMO comes into operation on the day of the match and can be implemented up to 3 hours before the kick off time and should be removed by no later than 2 hours after the match has finished. Parking suspensions are required to accommodate OBTV and Ambulance vehicles on Loftus Road and Bloemfontein Road respectively.</p> <p>South Africa Road is closed between Wood Lane and Bloemfontein Road. Ellerslie Road is closed between Bloemfontein Rd and Loftus Road. Dorando Road is closed -Full Length. Loftus Road us closed between Batman Close and Ellerslie Road.</p> <p>Residents of affected by the closures such as Batman Close, White City Estate, Wood Lane Estate and Imre Close will be</p>	

<p>allowed vehicular access egress to their properties at the discretion of the when it is safe to do so’.</p> <p>This management of Match Day events has been in operation for a number of years and has proved workable.</p> <p>AR asked GO and MA to check the TMO.</p> <p><b>9.2 Licensing</b> In terms of Licensing activity, GO reported that one visit had been conducted.</p> <p><b>9.3 Parking Services Update</b> No issues to report.</p> <p><b>9.5 Street Trading</b> No illegal street traders had been observed. All Mobile food traders had been inspected over the past 2 years and were positively all rated FHRS 3 or above for food hygiene.</p>	<p>GO/MA</p>
<p><b>10. Update from the London Fire Brigade</b></p> <p><b>10.1</b> PH1 provided an update. It was noted that a small-scale exercise would be taking place at the Club on 6 March 2019. PH1 asked JB if he was willing to consider a road closure to facilitate the exercise and JB confirmed this could be facilitated.</p> <p><b>10.2</b> PH1 explained that LFB would be sending crews to the ground on match days to aid their familiarisation. AR confirmed it is good for LFB staff training and development for crews to see the stadium in operation. AR asked to PH1 to contact the Club to arrange the visits.</p>	<p>QPR/LFB</p> <p>PH1 &amp; MG</p>
<p><b>11. Remainder of the 2018/19 Season</b></p> <p><b>11.1 Fixtures and anticipated challenges</b> There were no issues to report.</p> <p><b>11.2 Highways Planned works</b></p> <p><b>Works in Progress</b> <b>JSM Construction Ltd</b> <b>Installation of telecom chambers &amp; ducts in carriageway.</b> Uxbridge Road – from Pennard Road to Conningham Road in phases. 23 March – 19 May. Lane restriction and two-way lights. All two ways light phases to be carried out during weekends. Currently between 13 Uxbridge Road to the junction of Lime Grove.</p>	

<p><b>CADENT GAS</b>  <b>Mains Disconnection</b>  Uxbridge Road – from Stanlake Road to Bloemfontein Road  18 Feb to 31 Mar 2019 multi way lights and lane restrictions</p> <p><b>Future Works</b>  <b>UKPN</b>  <b>Duct laying for installation for new service connection.</b>  Du Cane Road outside school playing fields, 03 – 17 Apr, parking bay suspensions</p> <p><b>LBHF Gully Repairs</b>  Wood Lane junction South Africa Road, 29 Jul – 09 Aug, multi way lights</p> <p><b>CADENT GAS</b>  <b>Medium Pressure Gas Mains replacement</b>  Du Cane Road – from Artillery to Cactus Walk, start date March 2020 - Cadent gas have decided to put these works on hold until March next year because of engineering difficulties</p>	
<p><b>12. Update from the Sports Ground Safety Authority</b></p> <p><b>12.1</b> AR reported that Geoff Galilee had been unable to attend. No update had been provided. AR explained that a new Green Guide had been produced and MG confirmed QPR had received this.</p> <p><b>12.2</b> AR confirmed that the Safe Standing review should have an update soon but had been delayed.</p> <p><b>12.3</b> AR explained that the Local Authority had been audited by the SGSA and had done well but there was still room for improvement. AR asked MG to ensure that QPR had conducted its safety capacity calculations for the next SAG meeting.</p>	<p>MG</p>
<p><b>13. Wider Understanding of Safety Progress</b></p> <p><b>13.1</b> AR provided an update on the changes needed to the Operations Manual. AR said this was a work in progress the Authority was unable to issue QPR with a new safety certificate until QPR had it's CT and ASB procedures in place, as these were now a requirement. Ongoing work with GO and QPR to progress this.</p> <p><b>13.2</b> AR explained that the ASB Plan needed to be considered at SAG and the CT arrangements needed to come to the Part 2 meeting. Both of these changes would need to be considered at the July 2019 SAG.</p>	<p>MG</p> <p>QPR</p>

<p><b>14. Chairman's update</b></p> <p><b>14.1 Ticketing policy – high risk fixtures</b>  AR reported there had been a problem with ticketing at 2 matches. In relation to the Millwall fixture, a capacity was agreed at the Partnership meeting but the Commercial arm released all the tickets in School End Upper for sale. The Operations Team were only informed when tickets were sold out. Subsequently, a procedure was agreed between QPRs Commercial Team and Operations Team to ensure tickets were not released for sale until capacities were decided.</p> <p>AR reported that tickets for the QPR v Leeds FA match were placed on sale without any consultation with the Operations Team resulting in sales in a section of X-Y which the Safety Officer wanted to be excluded from sale, this was resolved by relocating fans.</p>	<p>QPR</p>
<p><b>15. AOB</b></p> <p><b>15.1</b> RA provided an update on fly tipping. It was noted that this had improved. GO will arrange a site meeting with the land owner to arrange for the land surrounding Imre Close to be closed off to stop fly tipping.</p>	<p>GO</p>
<p><b>16. Date and Venue of the next meeting</b></p> <p><b>5<sup>th</sup> July 2019, Hammersmith, Town Hall 13.30 -15.30</b></p>	

**The meeting ended at: 10:50**