

**QUEENS PARK RANGERS FC**

**SAFETY ADVISORY GROUP MEETING End of Season 2022/23 (Part 1)**

**1100 hours 12<sup>th</sup> July 2023 – QPR FC, Loftus Road**

**Attendees:**

<b>NAME</b>	<b>INITIALS</b>	<b>ORGANISATION</b>
Stephen Hollingworth – SAG Chair – AD Leisure, Sports & Culture	SH	LBHF
Alex Fish – Safety Officer	AF	QPR
Farid Mostafa – Controller/Head of Security	FM	QPR
Jim Driscoll - Deputy Safety Officer	JD	QPR
Joshua Scott - Head of Operations	JS	QPR
Lee Hoos - Chief Executive Officer	LH	QPR
Paul Moran - Operations Manager	PM	QPR
Paul Sutton - Grounds/Facilities	PS	QPR
Paul Weekly - Safeguarding Manager	PW	QPR
Abi Mayer – DFO – MPS	AM	MPS
Finbar King – MPS	FK	MPS
Ahmad Rafique - Senior Law Enforcement Team Officer	AR	LBHF
Keith Stevenson - Senior Appeals and Information Officer	KS	LBHF
Laurence Turton - Licensing Enforcement Officer- Lead Officer QPR	LT	LBHF
Matthew Hooper – Director Public of Protection	MH	LBHF
Michele Ayamah - Parking Services Customer Service Manager	MA	LBHF
Patrick Hickey	PH	LAS
Geoff Galilee	GG	SGSA
Kevin Morgan	KM	LFB
Lloyd Palmer	LP	LFB

**Apologies:**

Dawn Rabin - St Johns  
 Ken Katende – LBHF Works Co-ordinator  
 Thiru Moolan – LBHF Assistant Director Building Control  
 Katy John – NHS  
 Ian Hawthorn - LBHF Network Enforcement Co-ordinator  
 Graham Souster - Health and Safety Team Manager  
 Stephanie Needham - Head of Environmental Health  
 Graham Younger - MPS  
 Mark Ashley - BTP  
 Mark Mcleavery - MPS

<b>ITEM</b>	<b>MINUTES</b>	<b>ACTION</b>
<b>1</b>	<b>Welcome from the Chairman</b>	<b>Chair</b>
	SH opened the meeting and introduced himself.	
<b>2</b>	<b>Apologies received</b>	<b>Chair</b>
	As above.	

<b>3</b>	<b>Confirmation of previous minutes and matters arising</b>	<b>Chair</b>
	<p>JS confirmed that injury stats for the upcoming season will be recorded to include identification of weather these were home or away as well as whether they resulted in hospital visits.</p> <p>JS confirmed he will send the Sight Lines Assessment from the Safe Standing areas.</p> <p>JS noted that counsellors have been asked to visit QPR on the 19<sup>th</sup> August 2023 to discuss road closures, spectators travelling to the stadium through the local housing estates and they are also happy to host them for viewing the football match.</p>	
<b>4.</b>	<b>QPR – 2022/23 End of Season Update</b>	<b>QPR</b>
	<p>➤ Safety Management Team – operational arrangements and changes to personnel</p> <p>JS confirmed no changes have been made to the safety management team ahead of the new season. Changes will be made to the senior management team to give 3-4 managers a wider, cross-functional focus covering: safeguarding, wellbeing, training and development, incident management and reporting. Further training and development are ongoing.</p> <p>➤ Challenging Fixtures</p> <p>JS noted that the second half of the season contained the bulk of the high-risk fixtures. 11<sup>th</sup> of February 2023 hosted Millwall and to avoid past issues, both upper and lower seating was available for Millwall spectators. There were 3 refusals, 2 ejections and 1 arrest, which is the lowest recorded. JS confirmed still ongoing issues with vomitories and stairwells and will be considering reduced capacity this season. FK noted success from the Stewards and police operation for walk up.</p> <p>JS discussed the Watford match which resulted in 11 refusals, 11 ejections and 7 arrests. Discussions how to handle moving forward due to fixture generally not being considered as high risk. Mitigations in place, but consensus was issues between the away fans.</p> <p>Birmingham football match was a successful outcome due to mitigations taken place prior to the match including access to lower tier, more tickets available than previously and reducing each stand to 66% allocation. Positive feedback was received.</p> <p>JS reported that the match against Coventry resulted in 11 refusals, 7 ejections and 3 arrests. Considering reducing capacity to 75% or 80%.</p> <p>The last game of the season hosted Bristol City. There were 7 refusals, 8 ejections and 1 arrest. Unexpected levels and much higher than anticipated.</p> <p>AF discussed fixtures being split into 3 groups. Group 1 will need to discuss and agree the allocation of away seats before ticketing. Group 2 will be agreed in principle but reviewed closer</p>	

	<p>to the date of the match. Group 3 will be agreed in principle in advance.</p> <p><b>GG asked for JS to review the PNS factors and consider reducing capacity.</b> JS agreed that review of PNS factors will be undertaken but capacity will not be reduced unless there is a risk factor.</p> <p>➤ Stewarding and clubs QA feedback</p> <p>JS discussed issues with the qualifications of Stewards provided by agencies and standards were falling below targets. New SLA's have been devised with strict targets on level 2 qualified stewards. One strand of stewarding is moving inhouse, but QPR are aware there may be issues with retaining and managing staff due to the hours of the role.</p> <p>➤ Persistent standing/ Crowd Behaviour</p> <p>Last season was the first for safe standing in blocks ML, NL and PL in lower loft, block R in Stanley bowels stand and sections of school upper. Feedback is very positive.</p> <p>All away areas are considered as persistent standing. NU, PU AND QU in the upper loft are considered problem areas in persistent standing. Investment in future rail seating is being considered. <b>SH said he would write to the board in favour of this.</b></p> <p>➤ End of Season Stats: Arrests / Ejections / Refusals /Club Bans</p> <p>JS confirmed that injury stats for the upcoming season will be recorded to include identification of whether these were home or away as well as whether they resulted in hospital visits.</p> <p>36 refusals, all away, for intoxication, 10 for abuse, 2 for class B drugs. 48 refusals but high trend of intoxication.</p> <p>49 ejections out of 95 for drinking in view. New policies have been implemented and warnings in place.</p> <p>➤ Medical accident and injury statistics</p> <p>No significant injury or illness. Positive season.</p> <p>➤ Safeguarding Issues</p> <p>Change in the senior management team on matchday with more increased focus on safeguarding. PW was introduced as the new safeguarding officer, noting he will be at upcoming fixtures and will provide training to ensure policies and procedures are followed.</p>	<p><b>JS to review PNS Factors.</b></p> <p><b>SH to write to the board in favour of implementing more safe standing rails.</b></p>
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	<p>➤ Customer Feedback - Complaints/Praise; statistics/trends</p> <p>Discussion regarding trends in complains received. Notable complaints are in relation to littering in the local area, steward behaviour, facilities and a malicious message shared with the stadium via the large screen at the Luton QPR fixture.</p> <p>JS highlighted that the trial of new QR code system to leave feedback has been implemented and there has been 16 responses since February 2023 which has been helpful.</p> <p>Positive feedback on women's sanitary products.</p> <p>➤ AOB/ questions:</p> <p>AF highlighted that when contact was made with other clubs to predetermine possible concerns with crowd behaviour, response was lethargic. <b>GG said he would report this at the next SAG</b></p> <p>LT noted CCTV link with Hammersmith and Fulham Council is progressing.</p>	<p><b>GG to discuss club communication in regards to possible concerns with spectator behaviour at the next SAG</b></p>
<p><b>5.</b></p>	<p><b>Police – 2022/23 mid Season review update</b></p>	<p><b>MPS/BTP</b></p>
	<p>➤ Operational arrangements updates</p> <p>FK reported discussions held at the safety officers meeting and the resource requirements. Discussions RE resourcing the Matrix arrangement and key finding was the correlation between match kick off times for television scheduling and the impact that has on the risk level. To focus on upskilling.</p> <p>FK noted the joint operation where QPR take the lead in narcotics dogs and additional stewards which has resulted in positive feedback and results.</p> <p>FK stated that the Forward Command Post will be in the control room and secondary in the media suite.</p> <p><b>FK agreed to share a map of road closures prior to the fixtures with the LFB and LAS for awareness.</b></p> <p>JS shared that there is now an online sharing system which can provide immediate updates and concerns regarding spectators.</p> <p>FK noted that AM had settled in as DFO and expects to have more regular meetings on banning order and with spectators, discussing issues and agreeing not to give a spectator a banning order until court proceedings have occurred.</p> <p>➤ Notable fixtures</p>	<p><b>FK to share a map of road closures prior to the fixtures with the LFB and LAS.</b></p>

	<p>AM discussion the previous mentioned the QPR/ Luton and QPR/ Watford fixtures this season. The large walk up from the Watford fixture was managed well be police and stewards.</p> <ul style="list-style-type: none"> <li>➤ Crowd behaviour (home and away supporters)</li> </ul> <p>AM reported that fan behaviour was excellent at the start of the season but as performance of the team deteriorated, so did the behaviour from spectators. Threat of protest from spectators did not materialise.</p> <ul style="list-style-type: none"> <li>➤ Arrests, banning orders and outcome statistics</li> </ul> <p>Total arrest at home is 29 (previous season 56) of which only 6 were home fans. 20 arrests were for offences inside the stadium, 9 outside, and 8 positive outcomes from those. 10 football offense acts, 9 public order offenses, 3 violence against the person, 5 drugs, and 2 racial incidents. Stark reduction from last season.</p> <p>FK noted that the arrest vs conviction rate in football is higher than elsewhere due to witnesses and CCTV. 10 arrests were convicted, 3 general cautions, 8 under investigation and 3 no further action.</p> <ul style="list-style-type: none"> <li>➤ Anti-social behaviour, Racist/homophobic behaviour</li> </ul> <p>No issues with risk groups.</p> <ul style="list-style-type: none"> <li>➤ QPR Supporter behaviour at away fixtures</li> </ul> <p>14 Drug arrests reported this season, up from 8 due to increased drug measures. 9 arrests for drug offenses, 1 for an affray, 2 for attempt to entry while drunk and one throwing a missile.</p> <ul style="list-style-type: none"> <li>➤ Major Incident Advisory Card MIAC update</li> </ul> <p>FK reported no change of contact numbers In the MIAC card available. Pre and post match walks are undertaken.</p> <ul style="list-style-type: none"> <li>➤ British Transport Police feedback (via AM)</li> </ul> <p>3 incidents reported last season. A few issues for away games were discussed but no claims were substantiated. No major changes to BTP resourcing for home fixtures next season.</p>	
<b>6.</b>	<b>Local Authority update</b>	<b>LBHF LT</b>
<b>(a)</b>	<p><b>Lead Officer update</b></p> <ul style="list-style-type: none"> <li>➤ Observations following Matchday inspections</li> </ul> <p>14 fixtures were attended and observed in total throughout the season.</p>	

	<ul style="list-style-type: none"> <li>➤ Persistent Standing Monitoring <p>LT noted that stewards and response teams did everything feasible at the Millwall game to enforce regulations. Observation at the Sunderland fixture focused on the operational aspect of the control room where 5 fans were removed due to seating issues.</p> <p>Issue of younger fans standing on seats and sitting on rails was not challenged by stewards but this changed as the season went on.</p> <p>Issue with design of the metal rails in the safer standing areas has been fixed and will be included as feedback for design process moving forward.</p> </li> <li>➤ Stewarding / Searching <p>LT noted that all bags were searched upon observation and tagged accordingly albeit emphasis on disabled / younger fans with bags as these weren't routinely searched from observations.</p> </li> <li>➤ Smoke Free compliance <p>LT reported cigarettes and cannabis smells in away toilets. Noted some stewards would challenge and some wouldn't. Mainly an issue for away fans as there is not a smoking area provided. JS confirmed no smoke detection in the away toilets</p> </li> <li>➤ Resident Feedback – complaints / praise <p>LT reported Relationship improvement. Need to work on processes with Police and Council in regards to road closures.</p> </li> <li>➤ Safety Certificate wider definition issued 15th May 2023 <p>Brief changes on the safety certificate. Annual review meeting has been scheduled for 9<sup>th</sup> August 2023 with review of operational manual.</p> <p>JS noted they are working with the Ticketmaster system to report accurate away numbers and currently waiting for an update.</p> </li> </ul>	
(b)	<p><b>Law Enforcement Team Update</b></p> <ul style="list-style-type: none"> <li>➤ Operational arrangements <p>Walkabouts take place on matchdays.</p> </li> <li>➤ Wood Lane Estate and White City Estate <p>Discussion regarding fans gathering on the housing estates. Difficulties with managing spectator routes due to possibility of road closures, improved communication is needed. Considered the use of portacabins. <b>AR stated he would report back with how other clubs are using portacabins.</b></p> <p>JS confirmed that recommended routes are provided on the social media pages on matchdays along with reminders to</p> </li> </ul>	<p><b>AR to provide update as to how other football clubs manage portacabins.</b></p>
(c)		

<p>(d)</p> <p>(e)</p> <p>(f)</p> <p>(g)</p>	<p>respect the residents which is also provided on signs around the stadium.</p> <p><b>Licensing update – no rep</b></p> <ul style="list-style-type: none"> <li>➤ Inside Stadia no issues reported.</li> <li>➤ Outside and vicinity no issues reported.</li> </ul> <p><b>Highways update / Network Management update – no rep</b></p> <ul style="list-style-type: none"> <li>➤ Traffic Management Order</li> <li>➤ Network issues/ planned closures</li> </ul> <p><b>Parking Services update</b></p> <ul style="list-style-type: none"> <li>➤ Matchday parking restrictions</li> <li>➤ Availability for on duty CEO to be contacted by QPR for TMO breaches – KS confirmed no changes and has been in contact with JS regarding the above</li> </ul> <p><b>Street Scene update</b></p> <ul style="list-style-type: none"> <li>➤ Highways enforcement/ Licensing (skips, building materials, scaffolding) Officers do a walk around to observe littering, overflowing bins, skips and general waste on matchdays and ask residents to remove or serve with a notice. AR noted there is an issue with littering before and after the games and asked if there was an inhouse waste management. JS requested that clarification is provided as to where responsibility lays and noted that bins are provided upon entry and exit of the stadium. <b>AR to share information with JS on Clean Green Team.</b></li> <li>➤ Street Trading</li> <li>➤ Fly tipping around the Stadium</li> </ul> <p><b>Building Control update – no rep</b></p> <ul style="list-style-type: none"> <li>➤ Observations/Comments</li> </ul>	<p><b>AR to share information with JS on Clean Green Team.</b></p>
<p>7.</p>	<p><b>Medical Provisions Update</b></p>	<p><b>QPR/ LAS/ SJA/ NHS</b></p>
	<ul style="list-style-type: none"> <li>➤ Medical Advisory Group update JS noted they are pleased with LAS and St Johns Ambulance Service and the positive relationship continues. <b>PH requested a Medical Advisory Group is scheduled and JS agreed.</b></li> <li>➤ London Ambulance Service update JS confirmed same provisions are required as last season. PH offered to do test runs on emergencies such as evacuation. Confirmed that a senior tabletop practise is scheduled in the coming weeks.</li> <li>➤ St John Ambulance update <i>No attendees present.</i></li> <li>➤ NHS update <i>No attendees present.</i></li> </ul>	<p><b>JS to schedule a Medical Advisory Group</b></p>

8.	<p><b>London Fire Brigade update</b></p> <p>KM noted that littering and urination is an ongoing problem. Highlighted that Chelsea FC are looking into Porta Toilets, temporary crowd management tools and a text messaging service for local residents to report specific issues. <b>LFB to provide further information to QPR on what Chelsea FC are implementing.</b></p> <p>Discussions regarding presence of LFB, considering lowering thresholds under certain caveats. Discussed how LFB are notified of high-risk fixtures.</p> <p><b>LFB to be included in the match day information.</b></p>	<p><b>LFB</b></p> <p><b>LFB to provide further information to QPR on measures Chelsea FC are implementing RE Porta Toilets, crowd control and resident messaging features. LFB to be included on match day information.</b></p>
9.	<p><b>Transport for London / London Underground update</b></p>	<p><b>TfL/LU</b></p>
	<p><i>No attendees present.</i></p>	
10.	<p><b>Sports Ground Safety Authority Update – Geoff</b></p>	<p><b>SGSA</b></p>
	<ul style="list-style-type: none"> <li>➤ Observations <ul style="list-style-type: none"> <li>Three Visits made last season at the Rotherham, Luton and Birmingham fixtures.</li> <li>GG Reported a massive improvement on persistent standing over last season, particularly due to the installation of rail seating.</li> <li>Ongoing discussions with Ticketmaster as reported previously. Discussed the upper school concourse and how that can impact on capacity, agreed that the use of upper and lower concourse has improved the situation.</li> </ul> </li> <li>➤ Changes to SGSA Template Safety Certificate dated May 2023- <ul style="list-style-type: none"> <li>SGSA approach for 2023-24 season was shared for comments.</li> <li>Relates to enforcement approach to persistent standing and how to manage going forward. Updated information RE SIA sports ground exemption, relating to stewards in particular, DBS checks and training levels. Guidance has been published with fact sheets for stewarding.</li> </ul> </li> <li>➤ Martyn’s Law <ul style="list-style-type: none"> <li>Expects football grounds to be in the upper tier of the two tiers in regard to expectations.</li> <li>GG noted there is a lot of information from the home office on the protect duty and draft legislation fact sheet.</li> </ul> </li> <li>➤ Other matters <ul style="list-style-type: none"> <li>QPR is one of ten clubs now licences in the country for railed attending areas, 20 more grounds are expected to submit for the licence and more clubs are scoping. GG reminded QPR to renew the licence.</li> <li>GG noted that a new charging system is to be implemented on a sliding scale.</li> <li>GG reported that they are looking to expand the remind of the SGSA to start covering women’s football super league.</li> </ul> </li> </ul>	



	GG informed there is a new independent regulatory group for football teams, dealing with financial stability, overall stability of the football pyramid and protection of the heritage of football clubs. Noted this is a separate organisation to the SGSA.	
<b>11.</b>	<b>Looking forward to rest of 2022/23 Season</b>	<b>QPR/All</b>
	<ul style="list-style-type: none"> <li>➤ Fixture categories and any anticipated challenges.</li> </ul> <p>Season starts with low to medium risk fixtures. The first high risk fixture is in October 2023, with the remaining in 2024. Discussed challenges and approaches.</p> <ul style="list-style-type: none"> <li>➤ Planned stadium works Significant investment in the pitch. Game with Watford has been changed to play away. Next home game is scheduled for 16<sup>th</sup> August 2023. Other stadium works are general refurbishments with no significant building works.</li> <li>➤ CCTV upgrades/link to LBHF for both Police and QPR Progressing.</li> <li>➤ Planned operational changes No planned operational changes.</li> <li>➤ Other issues / challenges / comments</li> </ul>	
<b>12.</b>	<b>Chairman's update</b>	<b>Chair</b>
	SH noted he is leaving the authority at the end of September and this will be the last SAG meeting he chairs. SH thanked the club particularly and all the players for creating a space place for spectators. MH will be the Chair moving forward.	
<b>13.</b>	<b>Any Other Business</b>	<b>All</b>
	Noted that the next Tabletop meeting is scheduled for a day where train strikes have been announced. <b>JS will circulate alternative dates.</b>	<b>JS to circulate alternative dates for the tabletop meeting.</b>
<b>14.</b>	<b>Date of next meeting: Feb 2024</b>	

#### Action List:

Number	Action	By whom?	By when?
1.	JS to review PNS Factors.	JS	Going forward
2.	SH to write to the board in favour of implementing more safe standing rails.	SH	ASAP
3.	GG to discuss club communication in regard to possible concerns with spectator behaviour at the next safety committee meeting.	SH	Report at next SAG
4.	FK to share a map of road closures prior to the fixtures with the LFB and LAS.	FK	ASAP, ongoing

5.	AR to provide update as to how other football clubs manage portacabins.	AR	Report at next SAG
6.	AR to share information with JS on Clean Green Team.	AR	ASAP
7.	JS to schedule a Medical Advisory Group	JS	ASAP
8.	LFB to provide further information to QPR on measures Chelsea FC are implementing RE Porta Toilets, crowd control and resident messaging features.	LFB/KM	ASAP, ongoing
9.	LFB to be included on match day information.	JS	ASAP, ongoing
10.	JS to circulate alternative dates for the tabletop meeting.	JS	ASAP