



Venue Operations Manual
Section 1 - Spectator Safety Policy

1. Audit & Review

The content and effectiveness of this policy, arrangements and guidance will be reviewed and revised as often as is necessary and as a minimum standard annually with any changes communicated as appropriate.

This and all other subsidiary policies and contingencies shall be subject to review on the basis of lessons learned following major events at The Stadium, Queen Elizabeth Olympic Park in addition to periodic reviews.

Safety reports will be provided to the Executive Management team post all major events.

Version control

Document Title:	Spectator Safety Policy
Document Owner:	London Stadium 185
Reference:	VOM 1

Document review

Last reviewed	Position
18.01.2016	New format – Update of roles and responsibilities
10.03.2016	Adjustments following review by LBN
01.10.2016	Updated to show changes to staff

Version history

Version	Date Released	Originator	Authorised	Comments
0.1	18.01.2016		S. Riley	First Draft
0.2	10.03.2016		S. Riley	Adjustments after review by LBN
0.3	01.10.2016	Steve Riley	S. Riley	Name changes

Distribution list of authorised printed copies

Organisation	Position
London Borough of Newham	Safety Advisory Group Members

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3. Purpose

This policy supplements the Health and Safety Policy, Spectator Safety Policy and all other aspects of Venue Operations Manual of London Stadium 185 Limited.

There are a number of Statutory Provisions which have relevance to the operation of this policy. The main examples are:

- Health and Safety at Work Act 1974;
- Licensing Act 2003;
- Safety of Sports Ground Act 1975;
- Regulatory Reform (Fire Safety) Order 2005;
- Equalities Act 2010

4. Scope & Objectives

London Stadium 185 Limited is responsible for the management of The Stadium, Queen Elizabeth Olympic Park. London Stadium 185 Limited seeks to ensure that all events taking place at the venue are conducted in a manner that places safety including spectator safety as far as is practicable, above all other considerations. LS185 employs staff and external contractors to manage its facilities and also hires their services to event promoters and hosts.

Key Contractors working in partnership with LS185 are Delaware North (Catering); OCS (Stewarding and Security) and Vinci Facilities (Facilities Management for hard and soft services).

LS185's responsibilities for spectator safety are set out in the Premises Licences and Safety Certificate it holds, copies of which are held in the Event Control Room. In addition it has general duties towards spectators in common law and under legislation. This policy seeks to ensure that these obligations and London Stadium 185 Limited's objectives for spectator safety are met.

This Spectator Safety Policy has been adopted by the Board of London Stadium 185 Limited as a supplementary statement of intent regarding spectator safety.

This Policy will be shared with all employees and will be made available for reference within the Stadium premises.

5. Policy Statement

LONDON STADIUM QUEEN ELIZABETH OLYMPIC PARK SPECTATOR SAFETY POLICY STATEMENT

Location & Responsibility

London Stadium

Address

**Queen Elizabeth Olympic Park
Stratford
London
E20 2ST**

5.1 General Policy

The Stadium at Queens Elizabeth Olympic Park (The Stadium) undertakes that all activities connected with spectator events held at The Stadium are conducted in a way that, as far as is reasonably practicable, ensures the safety of everyone attending the Stadium. The Stadium welcomes spectators to a safe environment at all its events. London Stadium 185 Ltd (LS185) are the holder of the General Safety Certificate issued under the Safety of Sports Grounds Act 1975 by The London Borough of Newham Council (LBN). As such it is responsible for the reasonable safety of spectators attending all events at the stadium. LS185 also have responsibility under an agreement with London Legacy Development Council (LLDC) and Transport for London (TfL) to provide stewards in certain external areas including walking routes to the stadium. These stewards have responsibility to manage the reasonable safety of people on the designated routes to the transport hubs. Safety of people in public places is primarily the responsibility of the land owners, police and local authority, nevertheless any stewards employed by the Stadium will take all reasonable steps to ensure the safety of those attending at or leaving The Stadium.

In this policy statement, the various terms used refer to the following

Chief Executive Officer
Chief Operating Officer
Board of Directors
Head of Safety and Security
Event Safety Officer

Linda Lennon
Graham Gilmore
All directors of LS Stadium 185
Steven Riley

5.2 Final responsibility

The final responsibility for the Spectator Safety Policy for The Stadium rests with the Chief Executive Officer who seeks to implement the policy through the Chief Operating Officer, Head of Safety and Security, Safety Officer and all other staff.

The Safety Officer has the final responsibility for preventing any contravention of the terms and conditions of the General Safety Certificate.

5.3 Safe facilities

The Stadium is responsible for ensuring that the construction and maintenance of the stadium and its facilities to which spectators are admitted are safe.

5.4 Safety staff and systems

It is London Stadium 185's policy to provide competent staff and safety management systems for the safe admission, accommodation and exit of spectators.

5.5 Allocation of responsibility within the Stadium

The organisation to implement the Spectator Safety Policy is directed by the Head of Safety and Security. He has responsibility in liaison with the Safety Officer for ensuring that all reasonable steps are taken by LS185, partner organisations and the emergency services to provide for the reasonable safety of those attending an event. The responsibilities of the Head of Safety and Security, Safety Officer and other relevant positions are set out in the various Role Descriptions. The Head of Safety and Security reports to the Board of Directors through the Chief Operating Officer. The Safety Officer has direct access to the Board of Directors or its responsible Board member on event days.

5.6 Person with overall safety responsibility

The Chief Operating Officer has overall responsibility for safety and reports directly to the Board of Directors on all safety matters.

5.7 Person with day to day safety responsibility

The Head of Safety and Security is the person with day to day responsibility for safety matters.

5.8 Person with event day safety responsibility

The Event Safety Officer has event day safety responsibility. On event days he has direct access to the Board of Directors on any matter related to spectator safety.

5.9 Deputies to person with event day responsibility

The following named people may be designated as the Safety Officer or Deputy to the Safety Officer for any event. The person with that responsibility on any particular event day is clearly identified as such. Each of these deputies may deputise in the absence of the event day Duty Safety Officer or in the event of an event for which such deployment is appropriate:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

5.10 Promulgation and monitoring of safety policy

The policy will be regularly reviewed internally and by reference to periodic inspections and information from organisations such as the London Fire Brigade, Metropolitan Police, London Ambulance Service and the London Borough of Newham Council. The policy will be monitored on an event by event basis by being compared to debrief information supplied by stewards, event staff and spectators. Relevant information from the Spectator Safety Policy will be contained within the stewards' handbook and event specific documentation.

5.11 Safety Objectives

All directors and employees of LS185 have a duty to implement and monitor this policy and report any deficiencies, in order that any necessary modifications to the policy can be considered. The Chief Operating Officer, Head of Safety and Security and Safety Officer will liaise with the Metropolitan Police, London Fire Brigade, London Ambulance Service and any other body that has an input into the safety of spectators attending the stadium. In particular LS185 will produce contingency plans that can be linked to the emergency services major incident plan in the event of a large-scale emergency.

5.12 Organisation/structure for implementing safety

The organisational structure for ensuring event day safety is attached to this document.

5.13 Arrangements for monitoring policy

Pre and post-event event safety reports are submitted by the Safety Officer or Duty Deputy in charge of the event. These will contain all debrief information related to that event. Any matters requiring attention will be brought to the notice of the Head of Safety and Security and will be dealt with at the earliest opportunity. Formal safety monitoring meetings will be held at least every six months or more frequently if required.

5.14 Crowd management

(i) *Entry of spectators*

[Redacted content]

(ii) *Exit of spectators*

[Redacted content]

(iii) *Management of spectators in the stadium*

[Redacted content]

5.16 Stewarding

The minimum number of stewards for each event is calculated on the basis of the capacity calculation section of the Stadium Operations Manual and will be outlined in the Event Stewarding Deployment Plan.

The main tasks for the stewards are to:

- undertake pre-event safety checks
- control and direct spectators entering and leaving

- assist in safe operation of stadium
- recognise varying crowd conditions and identify any dangers
- assist the emergency services
- enforce ground regulations

5.17 Inspection and safety reviews

A mixture of pre-event, weekly, monthly, annual safety inspections of the following will be undertaken by trained and competent staff:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

5.18 Communications

Communication on safety matters will be maintained with the public, staff and other organisations and agencies as follows:

1) *With the public*

Communication with the public on safety matters will be by:

- personal contact with stewards and other staff
- written material, including tickets, programme articles, ground regulation displays and web site articles
- verbal communication via the PA system
- Screens (TV)

2) *With staff*

Communication with staff on safety matters will be by:

- personal contact from supervisors and at training sessions, briefings and debriefings
- written material, including training packs, stewards' handbooks and briefing notes
- verbal communications via the P.A system, radio system and emergency telephones

3) *With other agencies*

Communication with other agencies on safety matters will be by:

- personal contact on event days between the Safety Officer and Police and Ambulance representatives who may be co-located in the Stadium Control Room
- sharing of information through any relevant data sharing agreement and pre-event joint planning sessions
- Regular meetings with Police Service, Ambulance Service, Fire Service and Local Authority to discuss safety issues.

5.19 Fire precautions

Fire risk assessments will be regularly undertaken concentrating in particular on the following areas:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

5.20 First aid and medical provision

First aid and medical provision will meet the requirements of the 'Green Guide – Guide to Safety at Sports Grounds' and will include, where appropriate or required:

- the provision of trained crowd doctors
- the attendance of London Ambulance Service (LAS)
- staff provided through the St John Ambulance Service.
- all stewards will be trained in dealing with accidents and emergencies as part of their basic training.

5.21 Contingency plans

Contingency Plans will be prepared to cover at least those situations envisaged in section 3 of the 'Green Guide'. The Stadium contingency plans are to be found at section 7 of The Stadium's Operations Manual.

5.22 Maintenance of records

All records related to safety matters at events will be maintained and stored at The Stadium operation's team's offices at The Stadium.

THIS IS THE POLICY IN RESPECT OF SPECTATOR SAFETY FOR LS185 MANAGING EVENTS AT THE STADIUM.

Signature

Name Linda Lennon (CBE)

Position Held Chief Executive

Date

6. Implementation

Responsibilities for leading and managing Spectator Safety are as follows;

The Board & Chief Executive Officer sets out its vision for Spectator Safety at The Stadium through its Policy Statement and ensures the management team puts in place operational plans and procedures to implement it. Through this policy it allocates roles and responsibilities for this along with the resources for doing so. The Board receives regular reports on the operation of this policy and monitors its success, updating it as necessary.

The Board has nominated the Chief Executive Officer as representative of the company to take ultimate responsibility for safety on its behalf.

The Chief Operating Officer ensures that the Board's vision for Spectator Safety set out in its Spectator Safety Policy Statement is implemented. They are supported by The Board, The Management Team and contractors and will ensure that appropriate systems, procedures, advice and resources are available.

In the event of a serious or potentially serious spectator safety related incident they ensure The Board is kept informed, business continuity, disaster recovery, stakeholder management and provide strategic and media briefings. When the Chief Executive Officer is not available the role will be undertaken by the Chief Operating Officer.

The Head of Safety & Security is the company's nominated representative with responsibility for implementing spectator safety and is qualified and competent to undertake the role. They lead the production of the Spectator Safety Management Plans, Standard Operating Procedures (SOP) and Contingency Plans which comprise the Venue Operations Manual required under the General Safety Certificate.

They are responsible for the pre-event inductions, training, exercises, briefings, risk assessments, checks and segregations planning based on risks and intelligence in conjunction with the designated Event Safety Officer and others.

Their strategic, tactical and event day planning is made in conjunction with other relevant agencies and will cover all areas under the control of London Stadium 185. They also lead the provision and assurance of Event Control Room staff, stewarding, security, fire, medical and response teams.

The Head of Safety & Security nominates a designated Event Safety Officer for each event and supplies a cadre of Deputy Safety Officers as required. They are supported by an Event Control Room Team, Stewards, Fire Safety, Medical and Security staff.

In the event of a serious or potentially serious spectator safety related incident they ensure the Chief Executive Officer or Chief Operating Officer, as appropriate, is kept informed. Newham Councils Building Control Department which is the Certifying Authority, needs to be notified of any such occurrence, how it was dealt with at the time and the measures take to be undertaken to prevent reoccurrence.

The Event Safety Officer is responsible for ensuring the safety management plans and procedures are implemented on event days and is qualified and competent to undertake this role.

They are supported by a cadre of Deputy Safety Officers, Event Control Room Team, Stewards, Fire Safety, Medical and Security staff.

The Event Safety Officer is authorised by the Board to take all safety related decisions on its behalf. In the case of an emergency evacuation the Event Safety Officer must inform the Head of Safety & Security or in their absence the Chief Operating Officer as soon as is reasonably practicable.

All employees comply with the requirements of this policy and support their directorate by putting in place and following appropriate systems and procedures.

Special arrangements may be implemented for Concerts and will require application to be made for a Special Safety Certificate to the London Borough of Newham.

This policy applies to all events held at London in the Queen Elizabeth Olympic Park.

7. Linked Documents

- ✓ Evacuation Plan
- ✓ Capacity Calculations
- ✓ Fire Risk Management Plan
- ✓ Guide to Public Safety Planning and Operations
- ✓ Guide to Spectator Safety (Green Guide)
- ✓ Health and Safety at Work Policy
- ✓ Induction & Training Records
- ✓ Maintenance Plan and Recorded Findings
- ✓ Medical Plan
- ✓ Pre-Event Action Plans
- ✓ Generic Risk Assessments
- ✓ Event Specific Risk Assessments
- ✓ Briefing Documents
- ✓ Safeguarding Policy
- ✓ Staff Handbook
- ✓ Standard Operating Procedures
- ✓ Contingency Plans
- ✓ Statement of intent
- ✓ Stewarding and Crowd Management Plan
- ✓ Waste Management Plan
- ✓ Noise Management Plan
- ✓ Premises Licence