



Venue Operations Manual  
**Section 25 - HEALTH & SAFETY POLICY**

## 1. Audit & Review

The content and effectiveness of the 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:	LS185 – HAS01 Health & Safety Policy
Document Owner:	Linda Lennon - London Stadium 185
Reference:	VOM 25

### Document review

Last reviewed	Position
27.01.2016	New Format

### Version history

Version	Date Released	Originator	Authorised	Comments
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### Distribution list of authorised printed copies

Organisation	Position
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## **2. Contents**

1. Audit & Review
2. Contents
3. Purpose
4. Scope & Objectives
5. Introduction
6. Policy Statement of Intent
7. Organisation for Health and Statement
8. Arrangements for Health & Safety
9. Communication of Safety Policy
10. Review of Safety Policy
11. Linked Documents

### **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 London 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. London Stadium 185 Limited 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.

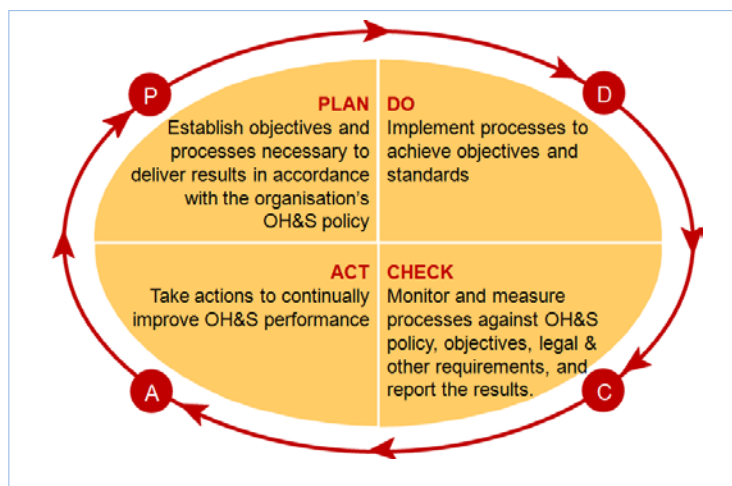
This Policy will be shared with all employees and will be made available for reference within The Stadium premises.

	<b>Document name:</b>	LS185 HAS01 HEALTH & SAFETY POLICY
	<b>Issue date:</b>	April 17
	<b>Policy Owner:</b>	Linda Lennon Chief Executive Officer
<b>Policy Statement and Organisational Responsibilities</b>		

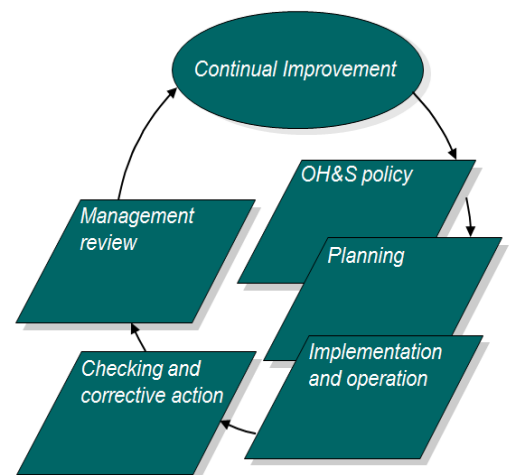
## 5. Introduction

This Health and Safety Policy and associated arrangements provides LS185 Directors, managers, employees and contractors with a guide to our health and safety responsibilities and duties as identified under health and safety legislation.

This Policy gives us a framework to identify, control and reduce the risks associated with health and safety in the workplace, the main principles of which are outlined in the two charts below.



1



This document outlines the statement of intent and organisational responsibilities for LS185 and will cross reference a set of policy arrangements to enable the management of health and safety, which provides a guide to planning, measurement, auditing and review of health and safety across LS185's business operations.

## 6. Policy Statement of Intent

LS185 is committed to an organisational culture where responsibility for health, safety and welfare is recognised and delivered as an integral part of all activity. It plans to keep everyone who works, participates and visits The Stadium safe from harm. This Policy Statement is an introduction to a full directory of responsibilities and arrangements.

LS185's Management commits, so far as is reasonably practicable, to undertake the following:

- *Allocate sufficient resources to meet our health and safety objectives*
- *Provide adequate control of health and safety risks arising from our work activities*
- *Consult with our employees, business partners and clients on matters affecting health and safety*
- *Provide and maintain safe plant and equipment*
- *Ensure safe use, handling, storage and transporting of articles and substances*
- *Provide information, instruction and supervision for employees*
- *Ensure all employees are competent to do their tasks and to give them adequate training*
- *Prevent accidents and cases of work related ill-health*
- *Maintain safe and healthy working conditions*
- *Review and revise this policy as necessary at regular intervals*

This Policy works in conjunction with other policies and procedures such as:

- *Drugs and Alcohol Policy*
- *Equality and Diversity Policy*
- *Whistle blowing Policy*
- *Safeguarding Policy*

All of the related policies can be found on Back Stage.

LS185 expects all employees and contractors working on their behalf to fully co-operate in the implementation of the health and safety policy.

**Linda Lennon**

Signed:

Date: October 2015

## 7. Organisation for Health and Safety

Section 2(3) of the Health and Safety at Work, etc. Act 1974 requires LS185 to have organisational arrangements in place for health and safety. Additionally, Regulation 5 of the Management of Health and Safety at Work Regulations 1999 requires the management team to make and implement these arrangements. The arrangements require the effective planning, organisation, control, monitoring and review of the measures put into place to control health and safety risks. The appointments and responsibilities for organising health and safety are detailed below:

### Responsibilities

General responsibilities for health and safety are outlined below; more specific organisational responsibilities are outlined in the individual policy arrangements.

Interim arrangements may be in place at different times throughout the organisation, which may mean a slight change in job titles. Essentially the person fulfilling the role will be deemed responsible.

<i>Category of person</i>	<i>General Responsibility</i>
01 <b>Everyone</b>	Everyone has responsibility for their own health and safety and to ensure their actions do not affect others. Everyone should have regard to this Policy and the arrangements
02 <b>LS185 Board</b>	The LS185 Board understands that good health and safety standards are essential for LS185 to thrive. The LS185 Board has moral and legal responsibilities for health and safety and is committed to: <ul style="list-style-type: none"> <li>▪ present a budget proposal to the Board and the Board to allocate adequate resources to achieve the health and safety objectives</li> <li>▪ receiving and discussing at a Board meeting an annual report detailing the current health and safety status of LS185 and the improvements that have been made during the previous year</li> <li>▪ reviewing accidents, incidents and near misses</li> </ul>
03 <b>Chief Executive Officer</b>	The Chief Executive Officer has ultimate legal responsibility for all safety matters within their remit, they will: <ul style="list-style-type: none"> <li>▪ ensure that the objectives of the health and safety policy are fully understood by all Senior Leadership Team members</li> <li>▪ ensure adequate resources are assigned (funds, materials, equipment, staff and time) as required to manage health and safety</li> <li>▪ act as Responsible Person for fire</li> <li>▪ act as the Statutory Duty Holder for Legionella</li> <li>▪ ensure LS185 meets all statutory health and safety requirements</li> <li>▪ ensure the LS185 Health and Safety Policy is reviewed and updated as required</li> <li>▪ ensure an annual safety statement of intent is prepared which is consistent with the organisation's objectives</li> <li>▪ ensure a suitably qualified person is appointed as the competent person under the Management of Health and Safety at Work Regulations</li> <li>▪ ensure collaboration and co-ordination between all other areas of LS185 on safety issues</li> <li>▪ ensure the Health and Safety Policy is communicated to all employees</li> </ul>

Category of person	General Responsibility
	<ul style="list-style-type: none"> <li>▪ provide an annual report to the LS185 Board on the health and safety performance</li> <li>▪ ensures the necessary authority is vested in the Health and Safety team and the Leadership team to stop any activity, process or the use of any equipment or working area that presents serious or imminent danger to any person</li> </ul>
<p>04 <b>Senior Leadership Team</b> – including COO, Head of Operations and the Head of Safety and Security</p>	<p>The Leadership Team provides the planning and policies that determine the actions of the organisation. As a result, they are considered the directing minds of the organisation and are required to take responsibility for their decisions in the way the organisation runs. The team will:</p> <ul style="list-style-type: none"> <li>▪ accept its collective responsibility for providing health and safety leadership for the Company</li> <li>▪ nominate a member of the Senior Leadership Team to champion health and safety issues</li> <li>▪ ensure each leadership team member accepts individual responsibility and ensure their actions and decisions reinforce the messages of the team’s commitment to health and safety, as stated in the health and safety policy</li> <li>▪ demonstrate by personal example, high standards of health and safety practice</li> <li>▪ ensure appropriate procedures are implemented to effectively co-ordinate health and safety</li> <li>▪ exercise the authority to stop any activity, process or the use of any equipment or working area that presents serious or imminent danger to any person in the areas under their control</li> <li>▪ ensure that accident incident/near miss/dangerous occurrences forms are completed and investigated</li> </ul>
<p>05 <b>Managers</b> This includes any employee with managerial responsibilities, does not necessarily mean they have the word ‘manager’ in their job title</p>	<ul style="list-style-type: none"> <li>▪ ensure each manager accepts individual responsibility and ensure their actions and decisions reinforce the messages of the team’s commitment to health and safety, as stated in the health and safety policy</li> <li>▪ encourage employees at all levels to become actively involved in health and safety</li> <li>▪ keep up to date with relevant health and safety risk management issues</li> <li>▪ annually review health and safety performance</li> <li>▪ demonstrate by personal example, high standards of health and safety practice</li> <li>▪ inform and manage contractors working under their control of the safety policies and procedures, enforce compliance and ensure that the contractors’ policy has been followed and paperwork completed and received</li> <li>▪ ensure that all risks are assessed and necessary paperwork completed and appropriate controls implemented</li> <li>▪ ensure appropriate procedures are implemented to effectively co-ordinate health and safety</li> <li>▪ ensure that advice is sought from the Head of Safety and Security and relevant outside bodies on any matter with health and safety implications</li> <li>▪ ensure that all equipment obtained, altered or produced by their departments meets current legislative and industry standards</li> <li>▪ exercise the authority to stop any activity, process or the use of</li> </ul>



Category of person	General Responsibility
	<p>any equipment or working area that presents serious or imminent danger to any person in the areas under their control</p> <ul style="list-style-type: none"> <li>▪ ensure that accident incident/near miss/dangerous occurrences forms are completed and investigated</li> </ul>
06 <b>Employees</b>	<p>Should:</p> <ul style="list-style-type: none"> <li>▪ comply with statutory requirements on health and safety</li> <li>▪ comply with the Health and Safety Policy</li> <li>▪ take reasonable care for their own health and safety</li> <li>▪ consider the safety of other persons who may be affected by their acts or omissions</li> <li>▪ observe relevant information given to them by their line manager on health and safety risks</li> <li>▪ have the opportunity to contribute to the Health and Safety forum through safety representatives and attend meetings when requested</li> <li>▪ work in accordance with information and training provided and inform the line manager of any concerns regarding personal abilities, fitness to complete the task, training or competence that affects health and safety</li> <li>▪ not misuse or interfere with anything that has been provided for health and safety reasons</li> <li>▪ report hazardous defects in plant and equipment, or shortcomings in the existing safety arrangements, to their line manager immediately</li> <li>▪ not undertake any task for which authorisation and/or training has not been given</li> <li>▪ report all accidents and incidents in line with accident reporting procedure</li> <li>▪ co-operate with managers and other employees to enable all statutory duties to be met</li> <li>▪ inform their line manager of any health and safety matter with media implications</li> <li>▪ report to their line manager any contractor working with them who is failing to follow safe working procedures</li> <li>▪ ensure that all equipment obtained, altered, or made in-house meets current legislative and industry standards and report any deviation from agreed standards to their line manager</li> <li>▪ co-operate with persons conducting audits and inspections</li> <li>▪ attend all training provided by LS185, which is required to maintain adequate levels of competence and to ensure statutory compliance</li> <li>▪ wear and take care of any personal protective equipment provided by the company and report any defects/inadequacies</li> </ul>
07 <b>Head of Safety and Security</b>	<p>Without detracting from the primary responsibilities of the Senior Leadership Team for ensuring Health and Safety, the Head of Safety and Security will liaise with the COO and Head of Operations, to ensure compliance with the health and safety policy and will:</p> <ul style="list-style-type: none"> <li>▪ demonstrate by personal example, high standards of health and safety practice</li> <li>▪ provide professional advice to all employees on matters relating to health and safety</li> <li>▪ exercise the authority to stop any activity, process or the use of any equipment or working area that presents serious or imminent</li> </ul>

Category of person	General Responsibility
	<p data-bbox="628 259 906 293">danger to any person</p> <ul style="list-style-type: none"> <li data-bbox="571 293 1497 360">▪ keep the COO and the Head of Operations informed on health and safety issues</li> <li data-bbox="571 360 1497 427">▪ consult and advise employees on policy, legislation, accidents and all other relevant health and safety issues</li> <li data-bbox="571 427 1497 495">▪ produce draft revisions of the Health and Safety Policy for annual review by the CEO and COO</li> <li data-bbox="571 495 1294 528">▪ draft an annual safety report for the CEO and COO</li> <li data-bbox="571 528 1497 629">▪ advise line managers of suitable targets for improving safety performance with their teams and provide feedback on achievement</li> <li data-bbox="571 629 1497 696">▪ act as the competent person, in relevant areas, as required under the Management of Health and Safety at Work Regulations</li> <li data-bbox="571 696 1497 763">▪ maintain central records of and investigate accidents, dangerous occurrences and ill health</li> <li data-bbox="571 763 1497 831">▪ arrange and attend Health and Safety Forum meetings at regular intervals and keep appropriate records</li> <li data-bbox="571 831 1497 931">▪ maintain suitable contacts with external health and safety professionals and advise on any current relevant issues and benchmark against other entertainment venues</li> <li data-bbox="571 931 1497 999">▪ maintain a high standard of personal professional development and expertise</li> <li data-bbox="571 999 1497 1099">▪ monitor the introduction of appropriate new legislation and advise the health and safety forum and relevant managers of the appropriate means of compliance</li> <li data-bbox="571 1099 1497 1167">▪ advise on or appropriate safety competency training and arrange broad-based health and safety training for all employees</li> <li data-bbox="571 1167 1497 1234">▪ assess the provision of first aid treatment and facilities and implement changes</li> <li data-bbox="571 1234 1497 1301">▪ maintain information sources that are available to managers and employees on health and safety issues</li> <li data-bbox="571 1301 1497 1368">▪ inform managers of any breach of health and safety legislation, best practice, policy or guidance</li> <li data-bbox="571 1368 1497 1435">▪ provide information to the senior leadership team on the effectiveness of health and safety management by managers</li> <li data-bbox="571 1435 1497 1503">▪ inform the CEOs and COO of any health and safety matter with media implications</li> <li data-bbox="571 1503 1497 1603">▪ ensure that the responsible persons inform contractors working within the organisation of the appropriate safety policies and procedures and ensure the Leadership team enforce compliance</li> <li data-bbox="571 1603 1198 1637">▪ carry out audits and inspections as required</li> <li data-bbox="571 1637 1497 1704">▪ creation and review of fire safety management systems and processes including the cause and effects system</li> <li data-bbox="571 1704 1497 1771">▪ all aspects of Fire Safety Management are monitored and maintained to enable an environment with no, or residual fire risks</li> <li data-bbox="571 1771 1497 1872">▪ where a residual risk remains that cannot be controlled through physical means, they will ensure this is managed through robust processes in consultation with other relevant stakeholders</li> <li data-bbox="571 1872 1497 1939">▪ the fire risk assessments and policies are maintained, relevant and up to date</li> <li data-bbox="571 1939 935 1973">▪ liaison with the insurers</li> </ul>
<b>08 Health and Safety</b>	The Head of Safety and Security, in consultation with the COO and/or

Category of person	General Responsibility
<p><b>Forum</b></p>	<p>CEO will prepare the agenda for each meeting. Any member may table agenda items.</p> <p>The Forum must achieve a quorum of five for all meetings. The members of the forum are:</p> <p>COO – Graham Gilmore  Head of Operations – Darren Raczkowski  Head of Safety and Security – Steve Riley  Event Safety Officer – [REDACTED]  Technical Manager – [REDACTED]  Transport Operations Manager – [REDACTED]  Event Managers – [REDACTED]  IT – [REDACTED]</p> <p>A nominated management team representative from Vinci Facilities,  A nominated management team representative from Delaware North,  A nominated management team representative from OCS,  A nominated management team representative from West Ham United,</p> <p>Minutes will be taken by a representative of the LS185 Safety &amp; Security Team</p> <p>The Health and Safety Forum is a consultative group, which has no legal responsibilities or authority under the Health and Safety Policy. It does have powers as are detailed in this policy.</p> <p>Individual members of the Forum will be authorised to carry out duties on its behalf following discussion at the Forum usually in line with their role within the organisation</p> <p>The Chair of the forum is the Head of Safety &amp; Security. If they are unavailable it will be chaired by the COO or a nominated members of the LS185 Leadership team</p> <p>Forum meetings will take place bi-monthly.</p> <p>If members cannot attend another person should be asked to attend on their behalf and the Chair informed prior to the meeting  The responsibilities of the Forum are:</p> <ul style="list-style-type: none"> <li>▪ to actively promote and champion good health and safety in all LS185 workplaces</li> <li>▪ to review working procedures and make recommendations for improvement</li> <li>▪ to allocate actions to the responsible persons to review accident, incident, near miss and hazard data and develop systems for improving performance</li> <li>▪ to review changes to legislation and interpret their relevance to LS185</li> <li>▪ to monitor the effectiveness of the Health and Safety Policy and recommend appropriate changes</li> </ul>

Category of person	General Responsibility
	<ul style="list-style-type: none"> <li>▪ to monitor the effectiveness of training in health and safety and recommend any changes</li> <li>▪ to assist with the review of the effectiveness of procedures/policies and support in their development</li> <li>▪ to investigate complaints/problems as reported to the group.</li> </ul> <p>As a H&amp;S forum representative they agree to:</p> <ul style="list-style-type: none"> <li>▪ confirm if you will/will not be attending the meeting</li> <li>▪ speak to/contact employees before the meeting for items to be brought to the meeting</li> <li>▪ act with integrity regarding items that are confidential/sensitive</li> <li>▪ keep their team up to date with issues/changes in policies or procedures that come out of the forum</li> </ul> <p>Members of the Forum are required to represent the views/issues of their working areas but also to consider the wider implications to other areas within LS185.</p>

## 8. Arrangements for Health and Safety

The safety policy arrangements attached to this main policy are outlined in the matrix below.

Safety Policy Arrangement	
<b>HEALTH AND SAFETY POLICY</b>	
001	POLICY STATEMENT AND RESPONSIBILITIES (This document)
<b>OPERATIONAL POLICY</b>	
001.02	ACCESSIBILITY
001.03	ACCIDENT, CLAIM, COMPLAINT & INCIDENT MANAGEMENT
001.04	CLEANING AND HOUSEKEEPING
001.05	CONFINED SPACE WORKING
001.06	CONSULTATION AND COMMUNICATION
001.07	CONTRACTOR & CONSTRUCTION MANAGEMENT
001.08	CoSHH MANAGEMENT
001.09	DISPLAY SCREEN EQUIPMENT
001.10	DRIVING FOR WORK AND FLEET MANAGEMENT
001.11	ELECTRICITY SAFETY AT WORK
001.12	ENFORCING AUTHORITIES
001.13	FIRE PREVENTION AND CONTROL
001.14	FIRST AID AND MEDICAL PROVISION
001.15	HOME WORKING
001.16	INSURANCE
001.17	LONE WORKING
001.18	MANUAL HANDLING
001.19	MOBILE PHONES AND OTHER HAND HELD DEVICES
001.20	NOISE AT WORK
001.21	OFFICE SAFETY

001.22	COMMON DOMAIN/QUEEN ELIZABETH OLYMPIC PARK
001.23	PPE AND CLOTHING
001.24	PREGNANT WOMEN AND NEW MOTHERS
001.25	RECORD KEEPING
001.26	RISK ASSESSMENT
001.27	SLIPS, TRIPS AND FALLS
001.28	SECURITY OPERATIONS
001.29	SMOKING AND E-CIGARETTES
001.30	STRESS, BULLYING AND VIOLENCE
001.31	TENANT MANAGEMENT
001.32	TRAINING, INFORMATION AND INSTRUCTION
001.33	VISITORS
001.34	WORK AT HEIGHT
001.35	WORK EQUIPMENT PLANT AND MACHINERY
001.36	WORKING TIME
001.37	YOUNG PERSONS AND WORK EXPERIENCE

## 9. Communication of the Safety Policy

The Health and Safety Policy will be provided to all new employees during their induction period.

Employees are consulted on the reviews of the Policy. The Policy is available to all at LS185 on Own Cloud. A summary of the Policy for contractors, freelancers and members of the public for their information is available. When the Policy is updated this is brought to the attention of each team by their manager through team briefings.

A weekly meeting takes place of the Senior Leadership team where safety is on the agenda and discussed when relevant and decisions made on changes in policies and procedures. Minutes of the meeting are sent to managers and managers discuss any safety related matters with their team.

A forum meeting is in place that is made up of representatives of each department, two weeks prior to the meeting all staff are asked if they have any items to be added to the agenda. Any change in policies or procedures that cannot be agreed at the forum are taken to the Senior Leadership Team meeting for a decision and fed back to employees through the forum.

## 10. Review of Safety Policy

This document has been produced in accordance with the general requirements of section 2(3) of the Health and Safety at Work etc. Act 1974 and will be reviewed periodically, or following any incident or issue that necessitates a policy change. Any revisions will be brought to the attention of all employees by the management.

## 11. Linked Documents

This documentation should be read in conjunction with the following policies and procedures:

- Incident Management Plan and Site Emergency Strategy Document updated by the Head of Safety and Security or delegated health and safety personnel
- Operations Manual for events and special events updated by the Head of Safety and Security