

Subject: Stadium safety and readiness
Agenda item: Public Item 12
Report No: 9
Meeting date: 25 June 2013
Report to: Board
Report of: Mark Camley, Interim Executive Director of Park Operations and Venues

FOR DECISION

This report will be considered in public

1. SUMMARY

- 1.1. The purpose of this report is to demonstrate to the Board the safety management arrangements in place for the Stadium for the programme of events in the summer of 2013 and to provide an update on the preparations for the reopening of the Stadium for events marking the anniversary of the London Olympic Games. This report also describes how the arrangements are to be coordinated with the wider readiness, testing and assurance arrangements for Queen Elizabeth Olympic Park (the Park).

2. RECOMMENDATIONS

- 2.1 The Board members are invited to:
- 2.2 **NOTE** the safety management arrangements in place for the Stadium set out in section 5.
- 2.3 **NOTE** the arrangements for readiness, testing and exercising described in section 6.
- 2.4 **NOTE** the assurance arrangements contained in section 7.
- 2.5 **NOTE** the stadium operational readiness update in section 8.

3. TIMING

- 3.1. This matter is **PRESSING** to enable the continued implementation of the arrangements.

4. BACKGROUND

- 4.1. During the summer of 2013 there will be a variety of different events with multiple stakeholders taking place across the Park and in the Stadium. Further details are contained in Appendix 1.
- 4.2. The London Legacy Development Corporation (LLDC) and its partners will be working together to ensure the LLDC's safety policy objectives are fulfilled.
- 4.3. The Park Opening and Operations Committee considered a report on the Stadium safety and operational arrangements at their meeting on 17 June and

were encouraged and reassured by the safety and readiness arrangements being put in place.

5. STADIUM SAFETY MANAGEMENT ARRANGEMENTS

- 5.1. The Stadium will host the Sainsbury's Anniversary Games for up to 60,000 spectators per day over the 27th, 28th and 29th July. In addition the National Lottery Anniversary Run will take place on 21st July and with a maximum crowd of around 37,500 will provide and present an important opportunity to demonstrate the success of safety arrangements prior to the larger crowds being hosted.
- 5.2. As the Stadium is a designated sports ground, events may only take place when a valid safety certificate is in place and its conditions complied with. The London Borough of Newham is the responsible authority for the issuance of the safety certificate and it has deemed the LLDC a qualified person (i.e. capable of ensuring the conditions are complied with and therefore certificate holder). Whilst the safety certificate will be granted to the LLDC, Mark Camley Interim Executive Director of Park Operations & Venues will be named as the director accountable for compliance on its behalf.
- 5.3. The LLDC has engaged Live Nation (Music) UK Ltd (Live Nation) to operate the Stadium on its behalf and provide the safety management arrangements required by the safety certificate. With the LLDC's approval Live Nation has engaged the Safety Officer team from Twickenham Stadium and stewarding contractor, Showsec, to support it in this task.
- 5.4. An organisational chart showing the command and control structure for the Stadium with links to Mark Camley and the Park Headquarters Control Room has been agreed and is at **Appendix 2**.
- 5.5. Live Nation and the stadium team is currently producing a suite of documents to form the Venue Operations Manual and fulfil the requirements of the safety certificate.
- 5.6. The first tranche of documentation has now been submitted to the London Borough of Newham which is the licensing authority. It is expected that a nil capacity Safety Certificate will be granted within the next week. In order to secure permission to host the capacity required for the Sainsbury's Anniversary Games further documentation will be submitted and a programme is in place to achieve this. In addition inspections of the premises will be undertaken along with the testing activities described in section six. There is a good level of confidence that permission to host the necessary capacity will be achieved.
- 5.7. Live Nation has also engaged Balfour Beatty Workplace Ltd (BBW), the LLDC's facilities management contractor, to support the operation of the stadium during its period of occupation as operator. BBW is conducting recommissioning, certification of systems and planned preventative maintenance of the facility. It will support stadium event operations by providing engineering and technical staff to operate the life safety and other systems.
- 5.8. Live Nation has engaged a Customer Care team which will lead on customer service matters in public area supported by the stewarding team.

6. TESTING & EXERCISING

- 6.1. A number of activities are underway/planned to satisfy the local authority of the sufficiency and suitability of the venue and safety management arrangements. These also play an important role in giving the LLDC executive management team confidence in the arrangements as we move towards hosting the Sainsbury's Anniversary Games and will take the form of:

- 6.1.1. Readiness workshop and exercise programme as reported to the last Board meeting
- 6.1.2. Venue and event talkthroughs
- 6.1.3. Venue and event walkthroughs
- 6.1.4. Command training and exercises
- 6.1.5. Control room simulations
- 6.1.6. Steward, volunteer and staff training
- 6.1.7. Stadium additional arrangements:
 - Early July stewarding supervisors and control room exercise
 - National Lottery Anniversary Run ramp-up event
 - Venue inspections

7. ASSURANCE

- 7.1. Live Nation and its contractors are responsible for assuring their own activities, documentation and arrangements. The Safety Officer team from Twickenham Stadium will ensure that safety arrangements are fit for purpose, coordinated and implemented correctly in the Stadium.
- 7.2. The LLDC has recruited the Olympic Stadium Safety Officer from the London 2012 Games to review Stadium documentation on its behalf prior to submission to the London Borough of Newham. His role is to ensure the LLDC's safety objectives and the conditions of the safety certificate are met.
- 7.3. Whilst the various event promoters and their contractors have responsibility for assuring their safety arrangement the LLDC has formed an assurance team, which includes the safety officer in 7.2, to review and assure the arrangements for safety and public safety during the Steady State, Event Build and Event Operation phases of activity in the Stadium and on the Park. The assurance team will also lead on liaison with the regulatory authorities and emergency services.

8. STADIUM OPERATIONAL READINESS

8.1. Physical Infrastructure

- 8.2. The Stadium was decommissioned following the 2012 Paralympic Games, and is currently being readied for reopening in July.
- 8.3. The maintenance of the building has been the responsibility of BBW since handover under the existing Estates & Facilities Management (EFM) contract, and BBW are engaged in the final stages of remobilising the venue prior to handover in July. BBW will continue to be responsible for the core EFM services throughout the summer period.
- 8.4. A full schedule for the commissioned Stadium is being prepared by BBW and will be approved by LLDC and passed to Live Nation at the commencement of their occupation of the Stadium on July 17.
- 8.5. The Commissioning Schedule will account in detail for the following:
 - Fire Safety Systems
 - Water Systems, services and testing
 - LV installations
 - Emergency Lighting systems
 - Lightning Protection
 - Generator servicing requirements

- Refrigeration equipment
 - Ventilation systems
 - Pressure Systems
 - Lifts and Access Equipment
 - Escalator systems
 - Planned Preventative Maintenance
 - General site condition
 - Event Seat Commissioning (including the additional seats to replace the press tribune areas)
- 8.6. As of writing, there is a limited amount of work to be concluded with a target completion date of the end of June. Further and on-going testing will continue in line with best practice (eg: power loss testing, emergency lighting testing, etc).
- 8.7. BBW will retain the Operational & Maintenance Manuals for the building's systems, making them available to Live Nation personnel as required. BBW will be on site throughout the Live Nation tenancy.
- 8.8. **Management services**
- 8.9. Live Nation will manage the Stadium during the summer events and will provide a number of services including:
- Venue Management
 - Stewarding and crowd security
 - Cleaning
 - Fire Marshalls and Services
 - Medical Services
 - Health & Safety
 - Food and drink concessions
- 8.10. Familiarisation tours and exercises for Live Nation's staff and stewarding/security staff will be programmed during July in advance of the National Lottery Anniversary Run on July 21 2013.
- 8.11. The Park Operations and Venues Team will be responsible for the operational management of the Park from the start of the concert series, and this includes the common domain areas from the transport hubs through the South of the Park to Stadium island. This is being delivered in close collaboration with the LLDC Transformation Team as the remainder of the South of the Park will remain a construction site at the time of these events. Particular attention has focussed on general and emergency egress routes.

9. PRIORITY THEMES

- 9.1. The LLDC is continuing the priority themes set by its predecessor the Olympic Park Legacy Company. The key Priority Theme opportunities with the Stadium opening are:
- 9.2. **Promoting Convergence**
- 9.2.1. The Stadium events have a particular community focus. The National Lottery Anniversary Run (formerly the Newham Run) is open to 10,000 runners and additional family groups, and celebrates the developing Park.
- 9.2.2. LLDC's volunteer programme working with activeNewham is providing volunteers for each of the summer events in a range of supporting roles. Queen Elizabeth Olympic Park Champions will be deployed for the summer series and as part of the Park's day to day activities.

- 9.2.3. Employment and business opportunities have been promoted throughout the planning process for the opening, with Live Nation actively supporting the development of staffing opportunities with the events (eg: stewarding, bar staff etc) and local catering businesses being offered pitches on Stadium island.
- 9.2.4. Four days of high profile sporting activity in the Stadium demonstrates support for the objectives of the LLDC's Sport & Healthy Living Policy.

9.3. **Championing Equalities and Inclusion**

- 9.3.1. The redeveloped Queen Elizabeth Olympic Park will retain and enhance the accessibility inherited from Games time. It is especially important that accessibility is taken into account in planning the temporary routes to the Stadium for these four events.
- 9.3.2. In view of the fact that the public bus service will not have started in time for this summer's events LLDC is funding a bespoke shuttle service to the major events for customers arriving at the Stratford Stations and designated Blue Badge Parking area. Event owners are responsible for all access requirements within the demise of their event.
- 9.3.3. The third day of the London Anniversary Games will focus on Paralympic Champions.

9.4. **Ensuring Environmental Sustainability**

- 9.4.1. Live Nation has agreed to adopt ISO20121 and will be reporting on this as part of the events monitoring process.
- 9.4.2. Live Nation has agreed to adopt the LLDC's Food Pledges, which continue the Food Vision from London 2012.

10. **FINANCIAL IMPLICATIONS**

- 10.1. The budget to deliver the safety readiness for the summer 2013 events programme is funded from the Park Operations and Venues budget, and through re-charges through the contractual arrangements with operators of the different events.

11. **LEGAL IMPLICATIONS**

- 11.1. Officers should continue to liaise with Legal as necessary to ensure compliance with relevant laws and the obligations entered into by the LLDC in the summer event series contracts, in addition to compliance with the law and contracts by third parties on the Park during the summer events.

12. **Appendices**

- Appendix 1 details the major event series planned for the summer
- Appendix 2 Stadium organisational chart

List of Background Papers:

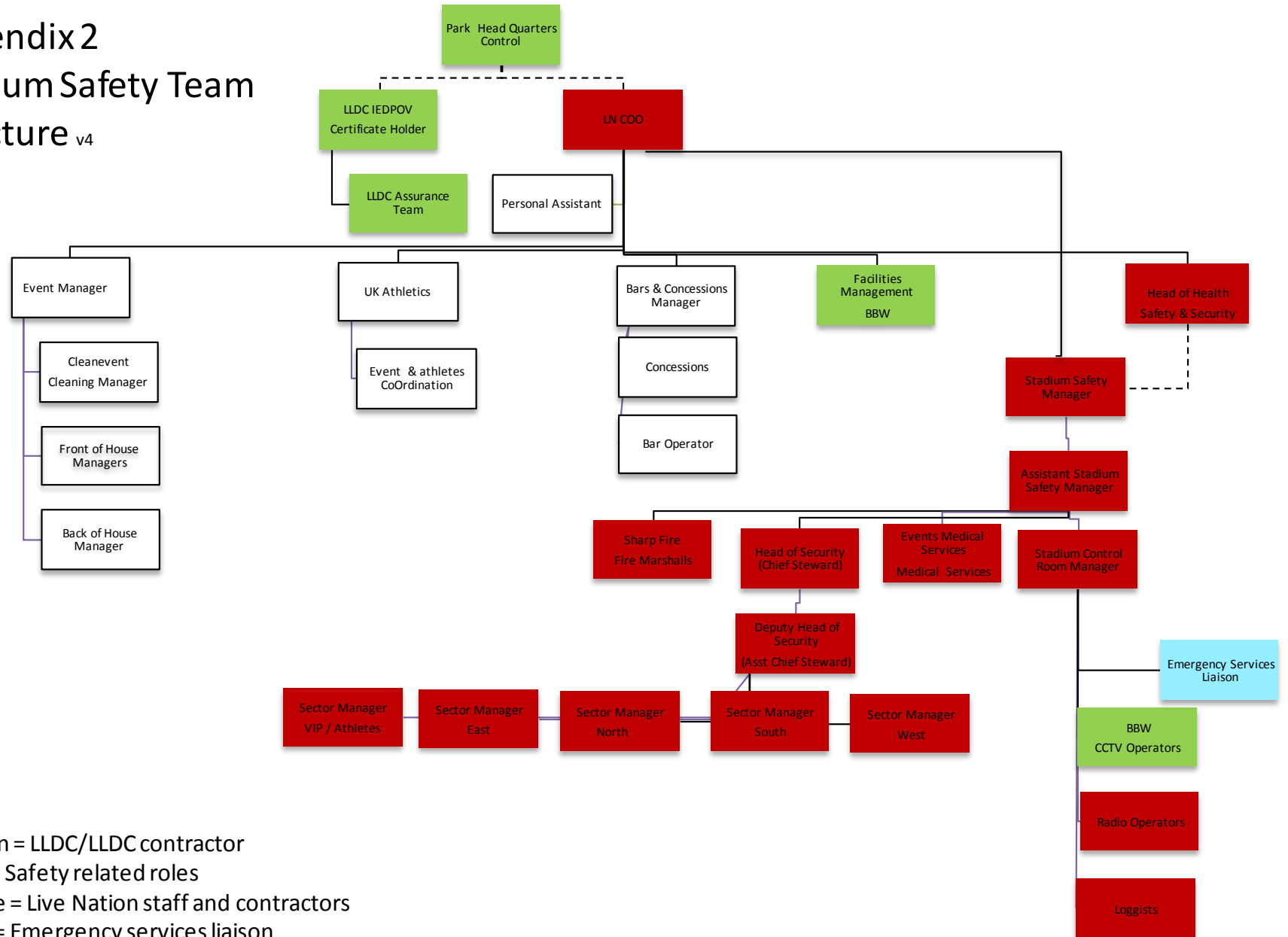
Safety Readiness (Report 4), LLDC Board meeting 28 May 2013

Report originator(s):	Peter Tudor	David Demolder
Telephone:	020 3288 1858	020 3288 8853
Email:	petertudor@londonlegacy.co.uk	daviddemolder@londonlegacy.co.uk

- **Appendix 1 – QEOP Major Event Series 2013**

Date	Stadium	North Park / Chobham
29/06	-	Hard Rock Calling Kasabian
30/06	-	Hard Rock Calling Bruce Springsteen
05/07		-
06/07	-	Stand-alone concert Mumford & Sons
07/07	-	-
12/07	-	Wireless Justin Timberlake
13/07	-	Wireless Jay Z
14/07	-	Wireless Jay Z/JT Legends of Summer
19/07	-	Go Local/Join In volunteer event
20/07	-	Electric Daisy Carnival Tiesto, AVICCI, Steve Angelo
21/07	National Lottery Anniversary Run	-
26/07	London Anniversary Games – Diamond League Athletics	-
27/07	London Anniversary Games – Diamond League Athletics	OPEN EAST (North Park Opening Event)
28/07	London Anniversary Games - Paralympic	OPEN EAST (North Park Opening Event)
04/08	-	Ride London 100 & Classic Races
16/08	-	Lollibop Children’s Festival
17/08	-	Lollibop Children’s Festival
18/08	-	Lollibop Children’s Festival
31/08		-
07/09	-	Festival of Disability Sport (working title)
08/09	MAJOR EVENTS PROGRAMME CLOSED TO ALLOW TRANSFORMATION & REINSTATEMENT WORKS	

Appendix 2 Stadium Safety Team Structure v4



Key:

- Green = LLDC/LLDC contractor
- Red = Safety related roles
- White = Live Nation staff and contractors
- Blue = Emergency services liaison