

Subject: Safety Readiness for the Summer 2013 Events Programme
Agenda item: Public Item 7
Report No: 4
Meeting date: 28 May 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 arrangements in place for health, safety and public safety during the events programme to be held in the summer of 2013. This report also describes how the arrangements are to be coordinated with the ongoing transformation work and steady state operations on the Park.

2. RECOMMENDATIONS

- 2.1 The Board members are invited to:
- 2.2 **NOTE** the safety arrangements in place across the events programme and the co-ordination of safety between the events and the ongoing transformation works set out in section 4.
- 2.3 **APPROVE** the revised Health & Safety at Work Policy at **Appendix 1** which has been updated to reflect the revised structure of the LLDC.
- 2.4 **APPROVE** the Visitor Safety Policy at **Appendix 2** which supplements the Health & Safety at Work Policy.
- 2.5 **NOTE** that a further report on the safety management arrangements for the Stadium will be provided at the next meeting.

3. TIMING

- 3.1. Approval of the safety policies is **PRESSING** following discussions at the meeting to enable these policies to be communicated and embedded.

4. BACKGROUND

- 4.1. During the summer of 2013 there will be a variety of different events with multiple stakeholders taking place across the Queen Elizabeth Olympic Park (the Park) these events will take place alongside the ongoing transformation works in the Park. The London Legacy Development Corporation (LLDC) and its partners will be working together to ensure the LLDC's safety policy objectives are fulfilled.

- 4.2. To deliver the events in the summer the Park and venues will pass through phases during which different activities take place. During each phase the lead for safety is clearly identified as is a clear handover process allowing for delineation of responsibility and coordination between areas of activity.
- 4.3. The phases that the venues and spaces pass through are Transformation, Steady State Operation, Event Build and Event Operation (the final two where the areas have been handed over to the event organiser).
- 4.4. Each phase has a clear start and end date. Responsibility for production and implementation of safety procedures and assurance arrangements lies with the party responsible for safety during each phase.
- 4.5. In summary the arrangements for each of the phases are:
 - 4.5.1. Transformation: Each Principal Contractor leads safety for their area, all parties coordinate together and improvement is driven through the Safety Leadership team (SHELT Committee). Common Standards have been adopted and professional health and safety resources are in place
 - 4.5.2. Steady State: LLDC leads safety during this phase setting the standard for the operators through Standard Operating Procedures and Park Management Plan. Professional health & safety resources are in place.
 - 4.5.3. Event Build: Where an area has been handed over to an event organiser for this purpose they are responsible for safety and self assurance. Balfour Beatty Workplace, LLDC's estates and facilities management contractor, will provide assurance of these arrangements which will also be subject to inspection by the authorities. The arrangements for Permits to Work for this phase of activity are nearing completion to ensure safety and protection of assets.
 - 4.5.4. Event operation: As with Build, areas are handed over to the event organiser following satisfaction around safety arrangements and self-assurance being in place. Assurance will also be carried out by the LLDC of the operation of these arrangements.
- 4.6. A Safety Coordination Group consisting of representatives from LLDC's Transformation, Park Logistics and Event Operations teams, and the Joint Local Authority Regulator Service liaison and when necessary event promoters meets fortnightly to ensure that all parties are aware of the main risks and issues. Representatives from this group also attend SHELT and cascade down safety messages to the team.
- 4.7. In addition the LLDC is following a programme of emergency planning and testing in readiness. The relevant Standard Operating Procedures & Contingency Plans are being talked through at a series of planning workshops leading into "Plan B" scenario table tops exercises. These preparations for the summer event programme and Park Opening have been combined into a single series. In addition, there will be a test event in the stadium as a licensing ramp-up event to support the application for the Stadium safety certificate.
- 4.8. An operational safety management structure for the Park has been agreed and shows the LLDC's Park Safety Officer and team in control of all safety arrangements during events and post-Park opening.
- 4.9. The production of operational plans to support opening of the Park are well underway. A third draft Event Management Plan has now been received from Live Nation for the concert series and will be presented to the local authorities shortly. An update on the operational documentation for the Stadium will be provided at the next meeting.

- 4.10. During major events the LLDC will lead on safety matters for grey space areas which comprise routes from the Stratford stations and circulation spaces across the Park. A full suite of draft documents has been shared with Westfield for comment and to ensure coordination. In addition the Park Incident Management Plan, Evacuation Plan and Traffic Management Plan and Ingress and Egress Contingency Route Plan have also been prepared and will form part of the readiness exercises described in 4.7.
- 4.11. In advance of the Board meeting, members of the Park Opening and Operations Committee have been briefed on these safety and operational arrangements and have reviewed safety readiness documents and information including a safety readiness overview, a testing/exercising programme, the operational safety management structure, crowd movement planning information, C3 Plan, Crowd Safety Management Plan, safety & security dot plans, and the Health & Safety at Work Policy and Visitor Safety Policy. Committee members were encouraged and reassured by their briefing and the safety readiness arrangements being put in place.
- 4.12. To ensure that there is a high level of confidence in the safety and operational plans and that they support the Board's safety objectives, they are signed off by the Park Safety Officer and team along with appropriate executive directors prior to their use.

5. FINANCIAL IMPLICATIONS

- 5.1. The budget to deliver the safety readiness for the summer 2013 events programme is funded from the Park Operations and venues budget and from the operators of the different events through the contractual arrangements in place.

6. LEGAL IMPLICATIONS

- 6.1. 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.

7. Appendices

- **Appendix 1 – Health & Safety at Work Policy**
- **Appendix 2 – Visitor Safety Policy**

List of Background Papers:

None

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HEALTH AND SAFETY POLICY

JUNE 2013

HEALTH & SAFETY POLICY

1. INTRODUCTION

- 1.1 On 1st April 2012 the London Legacy Development Corporation (Legacy Corporation) was established to promote and deliver physical, social, economic and environmental regeneration in the Olympic Park and surrounding area, in particular by maximising the legacy of the 2012 Olympic and Paralympic Games, by securing high-quality sustainable development and investment, ensuring the long-term success of the facilities and assets within its direct control and supporting and promoting the aim of convergence.
- 1.2 The Legacy Corporation has developed as one of its key policies a strategy for Sport and Healthy Living. The Sport and Healthy Living Policy sets out how the Corporation will seek to promote and deliver community sport, high performance sport, events, and healthy living, active lifestyles, leisure, recreation and play opportunities on the Queen Elizabeth Olympic Park after the 2012 Games. The “Healthy Living” aspect of this policy forms the backdrop to our commitment to the health and safety of our staff and everyone who may be affected by our work.
- 1.3 This Health and Safety policy has been adopted by the Executive Management Team of the Legacy Corporation as its general statement of intent regarding Health and Safety, is signed by the Chief Executive and endorsed by the legacy Corporation Board.
- 1.4 This policy sets the standards that will apply throughout the Legacy Corporation and sets out individuals’ responsibilities to ensure compliance with all relevant statutory provisions.
- 1.5 This policy is a declaration of the Legacy Corporation’s intent to establish a safe working environment for all of the Legacy Corporation’s undertakings, which includes office based operations, off-site activities, construction works and events management.
- 1.6 This policy will be brought to the attention of all employees and will be made available for reference within the Legacy Corporation’s premises.

2. POLICY STATEMENT

- 2.1 The Legacy Corporation and its employees are committed to promoting high standards of Health and Safety in the delivery of the Legacy Corporation's services and activities. This forms part of our commitment to Healthy Living.
- 2.2 Health and safety performance will be given the highest priority at all times by systematically identifying, assessing and managing risks, monitoring our performance against targets and publishing the results. We are committed to continual improvement through learning from our own experience, from the expertise of our partners and suppliers and wider bench-marking.
- 2.3 Our vision is to go beyond eliminating preventable illnesses, injuries and business losses due to unplanned events in our premises, on the Queen Elizabeth Olympic Park and on our other sites. This includes leading and working with all our stakeholders in improving the well-being of all involved in the work of the Legacy Corporation, encouraging inclusion and healthy living.
- 2.4 We shall engage with all staff, partners, developers and suppliers so that everyone is enthusiastically involved in effectively managing risk and acting as an ambassador for our realistic and practical vision. Our approach is defined by a respect for the people who work for and with us and for the local communities within which we work. We shall continue to engage with the workforce of our suppliers, recognise trade unions and their appointed safety representatives where applicable, and forge partnerships to meet our high Standards.
- 2.5 The Legacy Corporation will pursue best-practice, and be fully compliant with applicable UK and European legislation and standards. Legal standards are the minimum acceptable, where possible these will be exceeded.
- 2.6 The Legacy Corporation will use its employee communication and consultation arrangements to discuss health and safety matters and help the Legacy Corporation achieve its goals and objectives, and to monitor and review progress made in meeting the performance standards.
- 2.7 The Legacy Corporation will engage with all its stakeholders to seek their views and their involvement in the development, implementation, managing and monitoring of the Legacy Corporation's Health and Safety Policy.
- 2.8 This Policy will be reviewed annually, and amended as appropriate.
- 2.9 The Legacy Corporation will develop detailed Policies and Standards to address these matters in more detail in connection with the wide range of activities that we undertake.
- 2.10 The Legacy Corporation will, for its employees, manage risk to their health and safety, provide safe workplaces and safe systems of work, and provide information, instruction, training and line management.
- 2.11 Whilst overall policy responsibility rests at the highest management level, each individual throughout the Legacy Corporation is expected and required to accept a degree of responsibility for carrying out the Policy.

Signed Date:

Dennis Hone, Chief Executive

3. LEGISLATION, LEGACY CORPORATION POLICIES AND STANDARDS

3.1 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
- Environmental Protection Act 1990
- Construction (Design and Management) Regulations 2007
- Health and Safety (First Aid) Regulations 1961
- Workplace (Health, Safety and Welfare) Regulations 1992
- Health and Safety (Display Screen Equipment) Regulations 1992
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995
- Health and Safety (Consultation with Employees) Regulations 1996 and the Safety Representatives and Safety Committees Regulations 1977).
- Management of Health and Safety at Work Regulations 1999 (risk assessment)
- Control of Substances Hazardous to Health Regulations 2002 (COSHH)
- Equalities Act 2010

3.2 The Legacy Corporation acknowledges its responsibilities under legislation and as far as reasonably practicable will take every possible step to ensure the Health and Safety of all employees and visitors to its premises, the Park and other sites.

3.3 Legacy Corporation Policies

This policy should be read in conjunction with the Induction Policy, Sickness Policy and Code of Conduct applicable to staff, and general Policies such as Sport and Healthy Living which define how the Legacy Corporation operates as a whole, and the Visitor Safety Policy addressing the management of risks in the Park.

3.4 Legacy Corporation Standards

To develop high performance in health and safety both within the legacy Corporation and through its supply chain and in partnership with third parties, a series of operational Health and Safety Standards have been developed, including the Standard for Construction Works during Transformation, for the Legacy Communities Scheme, for Park Operations and Venues. These together with the detailed arrangements for Health and Safety in Legacy Corporation Offices should be read and applied as relevant in Legacy Corporation activities.

4. RESPONSIBILITIES

4.1 Broad responsibilities for managing Health and Safety are as follows:

4.1.1 The Board

- ensure effective Health and Safety policies and procedures are established, maintained and monitored;
- ensure that adequate resources are made available to enable full implementation of the Policy.

4.1.2 Chief Executive

- ensures that the Health and Safety Policy is implemented and that management is fully aware of its accountability for the health, safety and welfare of all the Legacy Corporation's employees and others who may be affected by the Legacy Corporation's operations;
- takes responsibility for the development and implementation of the Health and Safety Policy and associated procedures;
- ensures that competent health and safety advice is available to the Board, Executive Directors and Managers, and that generally that the health and safety function is adequately resourced and staff are developed and supported to discharge their duties effectively;
- ensures that practical arrangements are implemented and maintained to manage health and safety in Legacy Corporation workplaces and for staff activities such that they meet statutory requirements and reflect good practice;
- reviews the health and safety approach and provide direction to achieve consistent and improving performance.
- encourages co-operation, consultation and participation in Health and Safety by employees at all levels with the assistance of the Human Resources Team and Safety Representatives where appointed and with suppliers, partners and the wider community through the work of the relevant Directorates.

4.1.3 Executive Directors

- ensure that suitable and sufficient provisions are made for the effective implementation of this Policy within their directorate, including access to appropriate competent health and safety advice;
- communicate the Policy to employees, and ensure operational compliance with this Policy and associated procedures in their directorate;
- make health and safety a regular component of team discussions that shape the behaviour and performance of the directorate;
- ensure health and safety risk assessments are undertaken and controls implemented including considering the acceptability of risk;
- engage with partners, suppliers and others to encourage and achieve high standards of health and safety performance;
- ensure that all responsibilities allocated to line managers or other staff within their directorate are properly carried out and take appropriate action if there is a failure to meet LLDC standards;
- ensure that where possible liabilities are covered by insurance.

4.1.4 Line Managers

- responsible for the implementation of the Health and Safety Policy within their area, undertaking health & safety risk assessments for employees under their control and ensuring compliance;
- ensure that all accidents, injuries, dangerous occurrences, near misses and industrial diseases are recorded and reported to the Executive Director and to HR.

4.1.5 Head of Health and Safety

- support the Chief Executive and Senior Management to achieve the high standards expected by the Legacy Corporation;
- help Directors, managers and all staff to understand the Policy and specifically their role and responsibility for addressing health and safety in their work;
- develop mechanisms for monitoring and assurance for LLDC works and those of partners and suppliers;
- liaise with appropriate external authorities and enforcement agencies as appropriate;
- develop and review the effectiveness of this policy and procedures and provide regular reports to Executive Directors and the Board;
- assist the Chief Executive in periodically reviewing the Health and Safety policy;

4.1.6 Senior Manager (HR)

- ensure that the responsibility for Health and Safety matters is included in the job descriptions for relevant posts;
- ensure with the FM support that risk-assessments are carried out for the office premises that are owned or leased by the Legacy Corporation and that these are reviewed as and when required;
- in the office premises monitor and report hazards, organising or carrying out fire and risk assessments, maintenance checks, safety checks and audits and house keeping checks;
- report accidents, undertake accident investigations, organise and keep Health and Safety records;
- organise the provision of First Aiders and Fire Wardens throughout the Legacy Corporation;
- ensure the induction of new employees and identifying training needs;
- develop and maintain the Legacy Corporation's corporate Health and Safety risk register.
- report any RIDDOR cases (under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995) to the Health and Safety Incident Centre;
- encourage co-operation, consultation and participation in Health and Safety by employees at all levels especially through the function of the Health and Safety group and safety representatives;
- support the delivery of internal training where appropriate, together with inductions or specialist training where required.

4.1.7 All employees

- understand and comply with the requirements of this policy and guidance;
- take reasonable care for their own Health and Safety, and also that of others who could be affected by their acts or omissions;
- inform their line manager of any aspects of their health or medical treatment that may affect their ability to carry out their work safely. This includes female employees in the early stages of pregnancy, enabling the Legacy Corporation to make appropriate provisions;
- recognise that any failure by an employee to comply with any aspect of the Legacy Corporation's Health & Safety Policy and procedures, or rules, or duties assigned to an employee with regard to Health and Safety, will be regarded by the Legacy Corporation as misconduct and will be dealt with through the Legacy Corporation's disciplinary procedure.

4.1.8 Visitors to Legacy Corporation Offices

- Employees are responsible for the Health and Safety of their visitors within the offices or other premises during any visits. This includes taking care of visitors in the event of an emergency.
- Note: The Health and Safety of Visitors to the Park is addressed in detail in the Legacy Corporation's Visitor Safety Policy.

4.2 Landlord

- The Chief Executive, through the Senior Manager (HR); is responsible for communicating the relevant parts of the Landlord's Health and Safety Policy to all employees using the Landlord's office, and will draw attention to any changes.

4.3 Office Contractors

- The Chief Executive, through the Senior Manager (HR); is responsible for the Health and Safety of any contractors' employees as well as visitors ensuring that the Contractor does not create unmanaged risks for the Legacy Corporation;
- Contractors undertaking works at the Legacy Corporation's premises must provide the Legacy Corporation's Chief Executive (or his/her designated personnel) with a full description of the planned works along with copies of relevant documentation (for example method statements, risk assessments, employers liability insurance certificate etc.) prior to commencement of work;
- All contractors working in the building must adhere to safe working practices and follow the Health & Safety site procedures as defined by the Legacy Corporation.
- Note: The Health and Safety of Contractors engaged in construction works on the Park or other sites is addressed in the Transformation and the Legacy Communities Schemes Construction HS&E Standards.

5. MONITORING AND REVIEW

- 5.1 The content and effectiveness of the policy, arrangements and guidance will be reviewed and revised as often as is necessary and at least annually and any changes communicated to all employees;
- 5.2 This and subsidiary Policies and Standards shall be subject to review on the basis of lessons learned following major events on the QEOP as well as periodically by date or whenever any other change or activity prompts it;
- 5.3 The Executive Management Team will receive regular reports on health and safety performance, and at least monthly discuss the implications and any actions to be taken;
- 5.4 The Board will receive a regular report on health and safety performance including any reportable accidents/incidents, including and at least quarterly consider whether any actions to be taken;
- 5.5 An annual report on the effectiveness of the Legacy Corporation's Health and Safety policy and associated performance will be made to the Board.



VISITOR SAFETY POLICY

JUNE 2013

VISITOR SAFETY POLICY

1. INTRODUCTION

- 1.1 This policy supplements the Health & Safety Policy of the London Legacy Development Corporation (LLDC).
- 1.2 The LLDC is responsible for the management of Queen Elizabeth Olympic Park and venues within it. In addition it owns a number of facilities outside the Park's boundary. The LLDC seeks to ensure that all activities taking place within its facilities are conducted in a manner that places safety including visitor safety, as far as is practicable, above all other considerations. The LLDC employs operators and contractors to manage its facilities and also hires them to event promoters and organisers.
- 1.3 The LLDC's responsibilities for visitor safety are set out in the Premises Licences and Safety Certificates it holds, copies of which are held at Park Headquarters. In addition it has general duties towards visitors in common law and under legislation such as The Health & Safety at Work etc Act 1974. This policy seeks to ensure that these obligations and the LLDC's objectives for visitor safety are met.
- 1.4 This Visitor Safety Policy has been adopted by the Board of the LLDC as a supplementary statement of intent regarding Visitor Safety.
- 1.5 This policy sets the standards that will apply throughout the LLDC and sets out individuals' responsibilities to ensure compliance with all relevant statutory provisions.
- 1.6 This policy is a declaration of the LLDC's intent to establish a safe environment for all of the Legacy Corporation's undertakings relating to visits to its facilities.
- 1.7 This policy will be brought to the attention of all employees and will be made available for reference within the LLDC's premises.

2. POLICY STATEMENT

- 2.1 The LLDC and its employees are committed to promoting the highest standards of Visitor Safety in the delivery of the Legacy Corporation's services and activities.
- 2.2 Visitor Safety performance will be given the highest priority at all times by systematically identifying, assessing and managing risks, monitoring our performance and publishing the results. We are committed to continual improvement through learning from our own experience and from the expertise of our partners and suppliers.
- 2.3 Our vision is to go beyond eliminating preventable illnesses, injuries and business losses due to unplanned events in our premises, on Queen Elizabeth Olympic Park and on our other sites. This includes leading and working with all our stakeholders in improving the safety arrangements for all visiting our facilities.
- 2.4 We shall engage with all our staff, partners, developers and suppliers so that everyone is enthusiastically involved in managing risk, securing success and acting as an ambassador for our realistic and practical vision. Our approach to visitor safety performance and its management is defined by a respect for the people who visit our facilities. We shall ensure that we continue to engage with the workforce of our suppliers, recognise trade unions and their

appointed safety representatives where applicable, and forge partnerships to meet our high Standards.

- 2.5 The Legacy Corporation will aim to pursue best-practice, and be fully compliant with applicable UK and European legislation and standards. Standards laid down in legislation are deemed to be the minimum acceptable and where possible these will be exceeded.
- 2.6 Whilst overall policy responsibility rests at the highest management level, each individual throughout the LLDC is expected and required to accept a degree of responsibility for carrying out the policy.
- 2.7 The LLDC will engage with all its stakeholders to seek their views and their involvement in the development, implementation, managing and monitoring of its Visitor Safety Policy.
- 2.8 The LLDC will use its partner, contractor and operator communication and consultation arrangements to discuss Visitor Safety matters and help the LLDC to achieve its goals and objectives, to monitor and review progress made in meeting the agreed performance standards.
- 2.9 The Legacy Corporation will develop detailed Policies and Procedures to address these matters in more detail in connection with the wide-ranging activities that we undertake.

3. WORKING WITH RELEVANT LEGISLATION

- 3.1 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 Grounds Act 1975
 - Fire Safety and Safety at Sports Grounds Act 1987
 - Equalities Act 2010
- 3.2 The LLDC acknowledges its responsibilities under legislation and as far as reasonably practicable will take every possible step to ensure the safety of all and visitors to its facilities.

4. RESPONSIBILITIES

- 4.1 Broad responsibilities for managing Visitor Safety are as follows:
 - 4.1.1 **The Board**
 - ensure effective Visitor Safety policies and procedures are established, maintained and monitored;
 - ensure that adequate resources are made available to enable full implementation of the policy.
 - 4.1.2 **The Chief Executive Officer**

- ensures that the Visitor Safety policy is implemented and that management is fully aware of its accountability for the safety of visitors;
- ensures a nominated Executive Director is responsible for the development and implementation of the Visitor Safety Policy and procedures and competent safety advisers and officers are appointed;
- ensures the Park Operations and Venues team is adequately resourced and trained to fulfil the duties of providing the organisation with “competent” advice and support as required under this policy and legislation;
- ensures practical arrangements are implemented and maintained to manage Visitor Safety requirements;
- regularly reviews the Visitor Safety approach and provide direction that will ensure the consistent maintenance and development of the LLDC’s performance.
- encourages co-operation, consultation and participation in Visitor Safety by employees at all levels, operators, contractors and promoters.

4.1.3 **The Executive Director of Park Operations and Venues**

- supports the Chief Executive Officer in the implementation of this policy and is responsible for the day to day management of visitor safety, ensuring suitable arrangements are in place to achieve this.
- The Executive Director of Park Operations and Venues is supported by the Director of Park Operations, Director of Venues and Director of Events & Programming.

4.1.4 **The Head of Security & Park Safety Officer**

- plays a key role in the implementation of this policy and leads the production of the Park Operations Manual, Standard Operating Procedures, emergency, contingency plans and implementation tools. The post holder also leads the assurance of the visitor safety arrangements of venue operators and event promoters.

4.1.5 **The Head of Service Estates & Facilities Management**

- ensures arrangements are in place to maintain the LLDC’s facilities in a safe condition. The post holder also liaises with venue operators and event promoters to, where required, control and regulate their safe use of or connection to LLDC assets.

4.1.6 **The Executive Directors**

- ensure that suitable and sufficient provisions are made for the effective implementation of this policy within their directorate including access to appropriate competent advice through, as applicable, the appointment of within-directorate advisors/safety officers
- communicate the policy to employees, and ensure operational compliance with this policy and procedures in their directorate;
- engage with partners, suppliers and others as far as practicable to encourage and achieve high standards of safety performance;
- ensure that all responsibilities allocated to line managers or other officers within their directorate are properly carried out and take

appropriate action against those officers who fail to carry out statutory responsibilities;

- ensure that where possible all liability is covered by insurance and deciding the extent to which risks are acceptable, whether insured or not.

4.1.7 All employees

- understand and comply with the requirements of this policy and guidance;
- take reasonable care for their own Health and Safety, and also that of others who could be affected by their acts or omissions;

5. MONITORING AND REVIEW

- 5.1 The content and effectiveness of the policy, arrangements and guidance will be reviewed and revised as often as is necessary and at least annually and any changes communicated to all employees;
- 5.2 This and subsidiary Policies and Standards shall be subject to review on the basis of lessons learned following major events on Queen Elizabeth Olympic Park as well as periodically by date or whenever any other change or activity prompts it;
- 5.3 Regular reports on the effectiveness of the LLDC's Visitor Safety performance will be made to the Board. In addition the Board will receive information on incidents and exception reports on Visitor Safety inspections.