

Meeting of the London Legacy Development Corporation Health, Safety and Security Committee

Meeting Date: Friday 3 May 2019

Time: 10.00 am

Venue: LLDC, Rooms 1-2, Level 10, 1 Stratford Place, Montfichet Road,
London E20 1EJ

Members of the London Legacy Development Corporation Health, Safety and Security Committee are hereby notified and requested to attend the meeting of the Health, Safety and Security Committee of the Corporation at 10.00 am on Friday 3 May 2019 to transact the business set out below.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at

www.london.gov.uk/sites/default/files/openness-in-meetings.pdf

Committee Members:

Simon Blanchflower (Chair)
Nicky Dunn OBE
Keith Edelman

1 Apologies for absence

2 Declarations of interest

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

3 Minutes of the previous meeting held on 12 March 2019 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 12 March 2019.

4 Matters arising and action list (Pages 5 - 6)

The Committee is asked to note the actions arising from previous meetings.

5 Executive Director of Park Operations and Venues' Update (Pages 7 - 12)

The Committee is asked to note the Executive Director's Report.

6 Stadium Operational Readiness for Summer Events Programme
(Pages 13 - 14)

The Committee is asked to note the report on operational readiness for the summer events programme.

7 Review of Health, Safety and Wellbeing Preparations for the Delivery of Stratford Waterfront (Pages 15 - 30)

The Committee is asked to note the report on the Health, Safety and Wellbeing preparations for the delivery of Stratford Waterfront.

8 Any other business the Chair considers urgent

The Chair will state the reason for urgency of any item taken.

9 Date of next meeting

The next meeting of the Health, Safety and Security Committee is due to be held on 26 September 2019 at 2pm.

10 Exclusion of the press and public

The Committee is recommended to agree to exclude the public and press from the meeting, in accordance with paragraphs 3&7 of Schedule 12A of the Local Government Act 1972 (as amended), in that the following items of business contain information relating to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).

11 Minutes of the previous meeting held on 12 March 2019 containing exempt information (Pages 31 - 34)

The Committee is asked to agree the minutes of the meeting held on 12 March 2019 that contain exempt information.

12 Matters arising and action list that contains exempt information
(Pages 35 - 36)

The Committee is asked to note the actions arising from previous meetings.

13 Executive Director of Park Operations and Venues' Update - Exempt information relating to the item on Part 1 (Pages 37 - 114)

The Committee is asked to note the Executive's Director's report containing exempt information.

14 Stadium Operational Readiness for Summer Events Programme - Exempt information relating to the item on Part 1 (Pages 115 - 118)

The Committee is asked to note the report on operational readiness for the summer events programme containing exempt information.

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MINUTES



Minutes of the Meeting of the London Legacy Development Corporation Health, Safety and Security Committee

Date: Tuesday 12 March 2019

Time: 1.00 pm

Venue: LLDC, Level 10, Marketing Suite, 1 Stratford Place, Montfichet Road, London E20

Present: Simon Blanchflower (Chair)
Nicky Dunn OBE
Keith Edelman

In Attendance: Lyn Garner, Chief Executive Officer
Gerry Murphy, Deputy Chief Executive Officer
Mark Camley, Executive Director of Park Operations and Venues
Julian Lindfield, Trivandi
Colin Naish, Executive Director of Construction
Andrea Gordon, Director of Human Resources
Darren Rackowski, Operations Director, London Stadium
Michelle Reeves, Mayor's Observer
Peter Tudor, Director of Visitor Services
Tony Tolley, Head of Safety and Security
Tony Westbrook, Head of Development
Peter Swordy, Director of Health, Safety and Compliance, London Stadium
Rachel Massey, LLDC Secretariat
James Varley, GLA Secretariat

1 Chair's Announcements and Apologies for absence

- 1.1 The Chair welcomed those present to the first meeting of the Health, Safety and Security Committee. Members and attendees introduced themselves and gave a brief explanation of their roles and how they were related to health, safety and security activities.
- 1.2 No apologies for absence had been received from Members. The Chief Executive Officer and the Deputy Chief Executive Officer would be arriving at 2.10pm, the Executive Director of Development was unable to attend and Tony Westbrook attended in her place.

2 Declarations of interest

- 2.1 The Chair noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.
- 2.2 There were no additional declarations of interest.

3 Committee Terms of Reference and Forward Plan

- 3.1 The Executive Director of Park Operations and Venues introduced the item.
- 3.2 The Committee's Terms of Reference had been agreed by the Board at its meeting on 29 January 2019. Since then, the attendance list had been reviewed and the Director of Health Safety and Compliance, London Stadium had been added.
- 3.3 The Forward Plan set out the proposed major activity for the remainder of the year.
- 3.4 The Committee noted the Terms of Reference and the Forward Plan.**

4 Executive Director of Park Operations and Venues' Update

- 4.1 The Executive Director of Park Operations and Venues introduced the item which provided an overview of health, safety and security activities.
- 4.2 The incidents reported to the Committee were relatively low level and it was noted that it was possible that there may be under-reporting around smaller issues.
- 4.3 It was confirmed that the recent incident involving a UKPN dumper truck driver took place while UKPN was in possession of the site.
- 4.4 Members suggested future reports include reference to mitigating actions and follow ups to incidents.
- 4.5 The Committee noted the report.**

5 Health and Safety Risk Review

- 5.1 The Executive Director of Park Operations and Venues introduced the item which provided assurance around the major health and safety risks identified by LLDC.
- 5.2 The Committee noted the report.**

6 Reporting Template

6.1 The Executive Director of Park Operations and Venues and the Executive Director of Construction introduced the paper which set out the draft reporting template.

6.2 The aim was to achieve a consistent level of reporting and appropriate balance of leading and lagging indicators.

6.3 LLDC officers had engaged with MACE on direct construction and a number of activities were taking place to promote health and safety. These included:

- Workforce site tours
- You said / we did board
- Toolbox talks
- Monthly safety themes and health campaigns
- Fruit days to encourage wellbeing
- Behavioural safety training
- Safety stand-downs and moments
- Mental health first aiders
- Visual common standards
- On site safety demonstrations
- Sub-contractor participation in safety meetings
- FORS compliance
- Safety awards

6.4 Stadium reporting would be split between football match days and event days to avoid distortions in reporting.

6.5 The Committee noted the report.

7 Any other business the Chair considers urgent

7.1 There was no urgent business.

8 Date of next meeting

- 8.1 The Committee noted that the next meeting was due to be held on 3 May 2019 at 10.00am.**

9 Exclusion of the press and public

- 9.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.**

10 Executive Director of Park Operations and Venues' Update - Exempt information relating to the item on Part 1

- 10.1 The Executive Director of Park Operations and Venues introduced the report.**

- 10.2 The Committee noted the report.**

11 Health and Safety Risk Review - Exempt information relating to the item on Part 1

- 11.1 The Executive Director of Park Operations and Venues introduced the appendix which presented the Health and Safety Risk Review.**

- 11.2 The Committee noted the report.**

Chair

Date

Contact Officer: Rachel Massey, LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ, Tel: 020 3288 1829, Email: rachelmassey@londonlegacy.co.uk

Health, Safety and Security Committee Actions List (reported to the meeting on 3 May 2019)

There were no actions from the Part 1 of the meeting 12 March 2019.

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Subject: Executive Director of Park Operations and Venues' update
Meeting date: 3 May 2019
Report to: Health, Safety and Security Committee
Report of: Mark Camley, Executive Director of Park Operations and Venues

This report will be considered in public

1 SUMMARY

- 1.1. This report provides an update on Health, Safety and Security activity related to the remit of the Committee.
- 1.2. A report is included in Part 2 of the Agenda, which contain exempt supplemental information. The information is exempt by virtue of part 1 paragraphs 3 and 7 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation (LLDC), and information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

2 RECOMMENDATIONS

2.1 The Committee is asked to:

2.1.1 note this report; and

2.1.2 recommend to the Board the appointment of Simon Blanchflower as the Board Safeguarding Champion.

3 INCIDENT REPORTING

- 3.1 LLDC are reviewing reporting tools that would enable comprehensive and consistent reporting across the different sectors of the business. A single means of reporting will also make it easier to identify trends and enable best practice to be shared.
- 3.2 In the interim, a template that captures incidents, near misses and good practice has been instituted. The number of incidents in March 2019 is summarised in the table below.

Number of incidents

March 2019

Type of incident	Stadium Events	Stadium BAU	Park & Other Venues	East Bank	Development sites	UCL(E)	Office
Major (RIDDOR)	0	0	0	0	0	0	0
Major (non-RIDDOR)	0	0	0	0	0	0	0
Disease	0	0	0	0	0	0	0
Minor	1	2	6	1	2	0	0
Near misses	0	9	9	1	0	0	0
Fatalities	0	0	0	0	0	0	0
Dangerous occurrences	0	0	0	0	0	0	0

Stadium

- 3.3 Continued focus on improving safety culture, including briefings on matchdays. Near misses have resulted in improved pedestrian segregation and management of walking routes on stadium island.

Park and Venues, excluding Stadium

- 3.4 Incidents included fallen trees in strong winds, road traffic accidents, separate incidents in different playgrounds, and a couple of cycling incidents. There were 6 toolbox talks, 22 inductions and 15 safety tours during the month.

East Bank

- 3.5 Total workforce hours without RIDDORs or lost time – 27,750 hours; 80,150 workforce hours since the start of works on site. 21 Satisfactory observations, 69 unsafe observations. Unsafe observations are raised in Yellow Jacket (health and safety monitoring system), and assigned an owner to take the corrective action, and an appropriate timescale for rectification. Once the corrective action has been taken by the owner, he/she enters the action taken into Yellow Jacket, and the person who raised the observation gets to close it out or request further action be taken, as appropriate. During March, two safety audits, eight inspections, five toolbox talks and five leadership tours were undertaken. A programme of 92 audits, inspections and talks is planned through to June 2019, with 30 of these planned in April 2019.

Development sites

- 3.6 Regular site visits, including HS&E compliance audits and Briefings (eg roles and responsibilities for all supervisors and lift equipment failure) being undertaken.

UCL(E)

- 3.7 Work not started on site

Office

- 3.8 March was a good month for wellbeing in the offices of LLDC as we undertook our annual step challenge with the winner individual managing 669,720 steps. We recorded no H&S incidents in March and had a very successful fire drill at 1 Stratford Place with our floor being cleared and exited in just over 10 minutes.

Training

- 3.9 LLDC Board training will take place on 21 May. There will be Strategic Emergency and Crisis Management training for senior officers of LLDC and LS185 on 16 and 17 May. A desktop exercise is being planned for 5 May.

4 BOARD SAFEGUARDING CHAMPION

- 4.1 As a best practice measure, the Board should appoint a Safeguarding Champion. Draft responsibilities for the role are at Appendix 1. It is recommended that Simon Blanchflower is appointed in this role.

5 APPENDICES

- 5.1 Appendix 1 - Draft responsibilities of Safeguarding Champion.

List of Background Papers

- None

Report originator(s):

Mark Camley

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Appendix 1

DRAFT

Safeguarding Champion: Responsibilities

- The Safeguarding Champion of LLDC will be appointed by the Board.

Responsibilities

- To ensure that Safeguarding is included as an agenda item at Board meetings whenever appropriate.
- To ensure that the Board takes safeguarding issues into consideration when making decisions.
- To contribute to and to approve the Safeguarding Action Plan.
- To present to the Board, on an annual basis, an update on Safeguarding.
- To help ensure that all employees receive up to date training on Safeguarding.

Commitment

- This is a voluntary position which is not remunerated.

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Subject: Stadium Operational Readiness for the Summer Events Programme
Meeting date: 3 May 2019
Report to: Health, Safety and Security Committee
Report of: Mark Camley, Executive Director of Park Operations and Venues

This report will be considered in public

1. SUMMARY

- 1.1. This report provides an update on the Stadium operational readiness for the summer 2019 events programme of Muse concert, Major League Baseball and Athletics).
- 1.2. A report is included in Part 2 of the Agenda, which contain exempt supplemental information. The information is exempt by virtue of part 1 paragraphs 3 and 7 of Schedule 12A in that it contains information relating to the business affairs of the London Legacy Development Corporation (LLDC), and information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

2. RECOMMENDATION

- 2.1. **The Committee is asked to note this report.**

3. EVENT PROGRAMME AND SCHEDULE

- 3.1. This summer the London Stadium will host three very different events between the two football seasons. The Stadium has now managed over 100 events and is in its fourth year of seat transitions.
- 3.2. The requirements of concerts and athletics are well understood. For the first time ever, the Stadium will host Major League Baseball this summer. Like all stadium events, the Safety Advisory Group is closely engaged in assuring the Event Management Plan and ensuring a safe event. The report in Part 2 contains further information.

4. FINANCIAL IMPLICATIONS

- 4.1. All the plans are budgeted within the E20 annual budget.

5. LEGAL IMPLICATIONS

- 5.1. There are no legal implications from this report.

6. PRIORITY THEMES

- 6.1. The plans are consistent with LLDC's priority themes.

7. Appendices

7.1. None.

List of Background Papers:

None

Report originator:

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Subject: Review of Health, Safety and Wellbeing Preparations for the Delivery of Stratford Waterfront
Meeting date: 3 May 2019
Report to: Health, Safety and Security Committee
Report of: Mark Camley, Executive Director of Park Operations and Venues

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides the Committee with an update on the Health, Safety and Wellbeing (HS&W) preparations for the delivery of Stratford Waterfront.

2. RECOMMENDATION

- 2.1 The Committee is asked to note this report.**

3. BACKGROUND

- 3.1. In preparation of the start of major construction activity on Stratford Waterfront site, part of East Bank, LLDC commissioned a review by Park Health and Safety Partnership of LLDC's HS&W preparations for delivery.
- 3.2. The review drew on research by Loughborough University into the London 2012 construction programme which identified elements which precondition a project for success. It reviewed the preparations for health and safety excellence at Stratford Waterfront and identified key recommendations and set out ongoing HS&W assurance of key risks areas.
- 3.3. The report is attached at Appendix 1. The key recommendations are:
- 3.3.1. Review the monthly Project Status Report (PSR) outputs against the overall HS&W the critical success factors detailed in the Procurement Strategy to ensure alignment.
 - 3.3.2. Whilst Park Health and Safety will undertake independent HS&W audits of the project, it is also recommended that Mace conduct internal audits by different sectors, i.e. Construction Sector HS&W professionals auditing the Stratford Waterfront product, being delivered by their Consultancy Sector.
 - 3.3.3. It is recommended that a plan for peer to peer HS&W site reviews are undertaken at various levels of the organisation on other LLDC projects.
 - 3.3.4. It is recommended that a reward and recognition scheme is introduced to promote motivation of the supply chain.
- 3.4. LLDC will keep an action tracker for these recommendations and progress will be reported to each Committee meeting.

4. MONTHLY HS&W REVIEWS

- 4.1. The report at Appendix 1 sets out a schedule of monthly HS&W East Bank assurance reviews (Appendix A - Assurance Programme).
- 4.2. The first of these reviews looks at the early stages of construction planning on the Stratford Waterfront project, along with the arrangement for implementing Construction, Design and Management (CDM) by the principal contractor.
- 4.3. The review, found zero non-conformances. The report is attached at Appendix 2,

5. FINANCIAL IMPLICATIONS

- 5.1. There are no new funding implications of the report.

6. LEGAL IMPLICATIONS

- 6.1. There are no legal implication of the review.

7. PRIORITY THEMES

- 7.1. The report has no implications for LLDC's priority themes.

8. APPENDICES

- Appendix 1 – Review of the LLDC HS&W preparations for the delivery of the Stratford Waterfront project
- Appendix 2 - Health, Safety & Welfare Review Report: Construction Planning / CDM

List of Background Papers:

None

Report originator(s):
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Appendix 1

Review of the LLDC HS&W preparations for the delivery of the Stratford Waterfront project

23 April 2019

To:

Colin Naish
Executive Director of Construction

Report by:

Ian Pattison
Park Health & Safety Partnership LLP

Report reviewed by:

Karen Baxter
Park Health & Safety Partnership LLP



Overview of the Pre-Conditioning H, S&W Review

London 2012 was a challenging construction programme delivered ahead of time and within budget with achievements in health and safety, sustainability, equality and inclusions greater than previously seen, setting new standards for the future. A research team based at Loughborough University has both evaluated the programme and carried out detailed research into elements of it and summarised those elements which preconditioned it for success.

Ian Pattison, Park Health and Safety Partnership, conducted a desktop review of the LLDC preparation to achieve high health and safety performance and report. This review was compiled by taking the Preconditioning for Success report, published late November 2012 and converting it into a tool to review the preparations for health and safety excellence at LLDC for the Stratford Waterfront Development. The initial meeting, between Colin Naish, Tom French, John Joe Burke and Ian Pattison took place on 21/2/19, which went through the arrangements for the scope and criteria for this review and provides a basis for this report.

What follows is the findings of that review and sets the path for an ongoing H,S&W assurance review of key risks areas and packages throughout the programme (see Appendix A).

Documents Reviewed

- Culture and Education District Processes and Procedures – P03
- London Legacy Development Corporation Procurement Strategy Rev 1.1
- Stratford Waterfront – Month End Report – January 2019
- Mace – Project Delivery Plan, Rev P08
- Signed enabling works contract
- Carpenters lane land bridge contract
- January 2019 Project Risk Report

Summary

The Stratford Waterfront project is in its early stages with full planning anticipated in May 2019. Early works include the enabling works package. The project is part of the wider LLDC strategy and has established processes that have been delivered successfully since 2012. This project has been planned as a CM project delivered as a managed packaged solution strategy. The processes and procedures are well developed with Mace acting as the project managers and principal contractor.

This H,S&W review was a desktop review of the processes currently in place and will help to form future reviews which will sample management arrangements on packages or key project risks.



Recommendations

The key recommendations at the stage are;

1. Review the monthly Project Status Report (PSR) outputs against the overall HS&W the critical success factors detailed in the Procurement Strategy to ensure alignment (see section 3).
2. Whilst Park Health and Safety will undertake independent H,S&W audits of the project, it is also recommended that Mace conduct internal audits by different sectors, i.e. Construction Sector H,S&W professionals auditing the Stratford Waterfront product, being delivered by their Consultancy Sector (see section 4).
3. It is recommended that a plan for peer to peer H,S&W site reviews are undertaken at various levels of the organisation on other LLDC projects (see section 6).
4. It is recommended that a reward and recognition scheme is introduced to promote motivation of the supply chain (see section 7).

Evaluation

Preconditioning identified specific (overlapping) characteristics of a successful construction project. These have been considered for the Stratford Waterfront project for Occupational Health, Safety and Welfare (H,S&W) and a summary of the initial findings are as follows:

1. Respect

Preconditioning identifies that displaying real, tangible respect for various parties across the supply chain makes a significant contribution to building an effective team (echoing the arguments previously deployed by Latham and Egan in Constructing Excellence reports).

There is evidence that the Stratford Waterfront project is already demonstrating that it acknowledges and values complementary roles, sees managing people as key to getting the best from individuals and teams, and values relationships. The whole team including the Client, Project Manager Partner (PMP) and supply chain show a vast range of experienced skilled staff with national and global reputations. The design team and NEC supervisors have been appointed based on their experience and competence but also their existing knowledge of the Park and the challenges and history that of the London 2012 programme. The initial signs show there is a mutual respect and understanding of all parties working on the project. The Processes and Procedures document sets the framework for the project to demonstrate that respect, this is underpinned by the LLDC H,S&E Standards and specific activities to promote respect such as; behavioural training delivered by the project managers, a contractor H&S forum and a wellbeing programme with mental health being a key priority.

2. Trust

Developing trust throughout the workforce is a pre-requisite of the type of engagement that generates high near-miss reporting, effective participation in leadership teams and other elements of a successful programme.

At present there is a small workforce on site doing the initial enabling works before full planning is granted and the work to commence fully. Most of this work involves the use of plant, so there is less labour than will be in place later in the programme. In the PSR observed for the month of January, it showed that the number of observations raised had increased such that 65% of all



observation were raised in January 2019 whilst only 40% of the hours worked, showing a big rise in the rate of observations recorded. Whilst this headline reads well, it is not clear at this moment if these were raised by management activities or workforce reports. The project has formed a SHELT (leadership team), and although the effectiveness of this has not been reviewed, it shows intent of demonstrating trust throughout the project teams. The Work Information for the enabling works contract clearly sets the framework for leadership team meetings, reporting using YellowJacket and onsite meetings. The project managers Safety First Second Nature programme should also be an enabler for trust throughout the project.

3. Clarity

Being clear about what as Client is expected of the supply chain is an essential pre-requisite to align everyone to deliver appropriately.

The overall object of health safety and wellbeing on the project is stated in the Procurement Strategy as follows;

“Health, Safety & Wellbeing – Embedding LLDC’s policies and culture around Health, Safety and Wellbeing in the supply chain and construction process for CED will be a key theme in delivering the package procurements and during the construction phase. Health, Safety and Wellbeing will be central to all tender evaluations, behavioural assessments and contractual requirements. Throughout the construction phase LLDC and the Package Manager (PKM) will seek to go beyond industry best practice in this area and advance the industry’s attitude to HSW, especially regarding mental health”.

Further to this the Procurement Strategy details in its Appendix A the approach to a HS&W balanced scorecard where critical success factors across; culture and process, design and construction, in operation and industry advancement. The specific objectives, targets and KPI’s do not currently align in the PSR, see recommendation 1.

4. Pre-emptive

To achieve the highest performance standards requires action to be taken before significant problems arise.

Whilst the organisation carries out an overall Park wide risk review, which has recently been updated, there is also a project QRA which is reported monthly in the PSR. The project managers produce an audit schedule and undertake audits, inspections and leadership tours on a monthly basis. It is unclear at this moment if the same organisation can act with true independence if they are appointed in the roles of LLDC PMP, project manager and principal contractors for the project, see recommendation 2. An assessment has been carried out for this by LLDC and independent assurance has been commissioned for commercial, and Park Health and Safety to provide independent assurance for H,S&W, for which this review is commencing.

5. Challenge

Challenging existing approaches in a controlled, managed and respectful way is necessary to improve performance to the highest level.

There is a clear determination to raise the bar in industry advancement. The details for how this manifests itself in the projects will play out as the project progresses, however, the processes that have been put in place and the standards that exist build on already highly successful projects of the past.



6. Collaborative

Since Egan's Rethinking Construction there has been an understanding of the benefits of integration of teams, client, designers, contractors, project managers/delivery partners, CDM Coordinators and others.

There is clear evidence of collaborative working on the project with integrated teams between the client, PMP and project manager. The NEC3 contract also encourages collaboration. The PMP role covers both the design and construction. It is recommended that peer to peer reviews are also undertaken on the wider Park to encourage constructive challenge and sharing of best practice, see recommendation 3.

7. Motivation

Moving from senior management client team commitment to harnessing the enthusiastic contribution of the whole supply chain is difficult but essential for success.

There is already clear commitment from throughout the LLDC team, and it recognises the power of its role and influence. It is unclear in the documents reviewed if the Reward and Recognition strategy will be introduced by the project management team, see recommendation 4.

8. Empowerment

Encouraging and allowing everyone to play their part unleashes a great deal of energy.

The contract (NEC3 option A) give clear responsibilities for all parties, they also allow organisations to work collaboratively together. The procurement strategy is to have a managed package solution, a project manager has been allocated to each of the four buildings with other packages issued to work across the project, for example common site services will work across the project as will tower cranes, but the structural frame maybe unique for each building. Each package has safety deliverables within their contract and more specifically the Works Instructions. The performance of the package contractors will be reviewed as part of the assurance programme.

9. Communicative

Throughout each team and the project to achieve clarity

- Has LLDC/PMP started having 1:1 discussions with CEOs of potential Tier 1s? Future OPPORTUNITY.
- What plan is there for Project Director to meet regularly with CEOs collectively? Future OPPORTUNITY.
- Limiting (the number of) messages so that they can be acted upon? Future OPPORTUNITY.

10. Open

Developing an open approach is a key to effective engagement and will also help stakeholders and the supply chain identify opportunities for project improvement.

The supply chain should be encouraged to challenge, critique and improve not just by making processes more effective but also more efficient. A key part of this open conversation about risks and opportunities is an active strategy to generate many Near Miss and Health Impact reports, to assist the project to manage safety and health before harm is done.



11. Fair

Demonstrating fairness underpins the trust that needs to be created.

The demonstration of fairness shall be explored as the project progresses. At present there has been no significant accident or incident. It will be the role of Mace as the principal contractor to demonstrate fairness in their approach to the management of the supply chain, however, the tone will be directed by LLDC.

12. Assured

Essential that each element of the programme and of project activities is subject to an appropriate, proportional level of assurance generating and communicating objective information on progress.

As covered in section 4, there needs to be a clear divide in assurance between the PMP and principal contractor. Project wide level 2 independent assurance has been commissioned by LLDC for commercial and assurance given specifically on H,S&W by Park Health and Safety Partnership.

Appendix A – Assurance programme

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Preconditioning review*											
Construction Planning (CDM)											
Design											
Sub-structure package											
Piling											
Carpenters land bridge											
Construction logistics, public interface											
Monitoring, Inspection & Audit											
Tower crane package/lifting											
Work at height risks											
Frame package(s)											

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Health, Safety & Welfare Review Report

Review Ref:	LLDC/Park/001	Date:	27 th March 2019
Theme	Construction Planning / CDM		
Representative(s):	John Joe Burke, JJB Mark Huggett, MH Stephan Toth, ST Max Calitz, MC		
Review Leader	Ian Pattison		
Review Team	N/A		
Scope & Criteria	See Appendix Two		

Executive Summary

This was the first of a series of Health, Safety and Welfare (HS&W) reviews commissioned by LLDC to assess the overall HS&W performance on the Stratford Waterfront project on the Queen Elizabeth Olympic Park.

This review was specifically looking at the early stages of construction planning on the Stratford Waterfront project, along with the arrangement for implementing CDM by the principal contractor.

The project is currently in its early stages of the construction phase with one contractor currently on site carrying out enabling works. The principal contractor is also the Project Manager and PMP for LLDC. Full planning is anticipated to be granted in May 2019.

The duties placed on a principal contractor under the CDM Regulations have been implemented from the very start to a very high standard and it is likely that this will be improved further when the 'common site services' contract is issued.

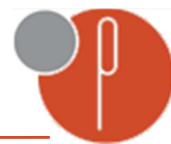
This review has highlighted the positive benefits for Mace acting as the principal contractor, PM and PMP for the project. In particular, the early engagement of all parties (including designers, and construction team) in identifying significant construction risks and working with the designers to eliminate or reduce the risks before works commence. Notably the measures that have been put in place to manage the risks from work at height and riser safety has led to a riser strategy to introduce 'riser safe' into the design which has been written into the supply chain packages scope of works.

In addition, the scope of work within packages has been amended to benefit the overall project. For example, the logistics plan produced by Mace has led to the haul road being installed early by the enabling works contractor, oppose to waiting for the common site services contractor to mobilise and then install.

The two improvement opportunities raised were concerning the use of an occupational hygienist throughout the project, especially for specialist advice when working in the ground. The second was the availability of YellowJacket for the client to monitor HS&W performance.

Next Steps

Any non-conformances should be reviewed, and an action plan put in place to address any correction and corrective action required. Improvement opportunities should be assessed and implemented as required.



Non-Conformance

0

Improvement Opportunity

2

Good Practice

2

Actions arising from previous review:

(confirm that all corrections and/or corrective actions have taken place)

None

Report Issued by: Ian Pattison

Date: 12th April 2019

Report Issued to:
Colin Naish

Distribution:

Tom French
Mark Huggett
John Joe Burke

This report will be distributed electronically, and a record of issue maintained

The objective of the review was to conduct an assessment of the implemented management processes and look for positive evidence to ensure that the requirements of the LLDC standards are effectively addressed and the implemented processes demonstrate the ability to support the achievement of statutory, regulatory, contractual and LLDC objectives.

The assessment was based on sampling and therefore non-conformities may exist which have not been identified during this visit.



Findings

Non-Conformance

Ref.	Standard	Requirement	Evidence	Raised by
N/A				

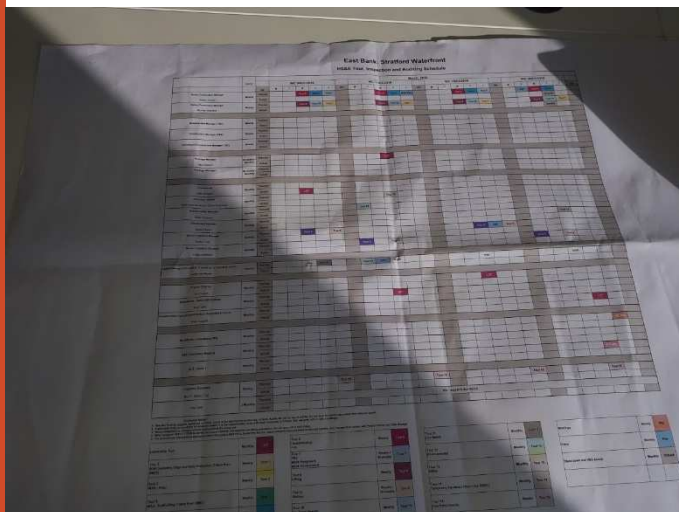
Opportunities for Improvement

Ref.	Standards	Observation	Opportunity
LLDC/Park/00 1/OI/01	LLDC HS&E Standard, section 2.6	There is currently no support offered by an occupational hygienist to give advice on health hazards associated with ground contamination hazards, or other occupational health advice.	Employ the services of a specialist hygienist, throughout the construction phase of the project to carry out analysis and give advice where required.
LLDC/Park/00 1/OI/02		At present all HS&W accidents, incidents, near misses, observations and actions are recorded on a system called YellowJacket but is not visible to the client.	LLDC to gain access to the YellowJacket system for a high-level overview of performance on the project for the principal contractor and the supply chain.

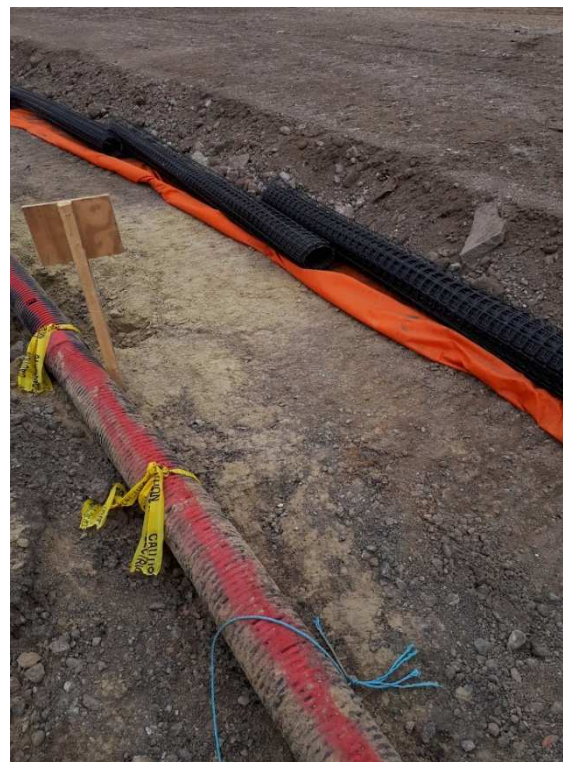
Good Practice

Ref.	Good Practice
LLDC/Park/00 1/GP/01	The formation of the haul road has been taken from the common site services package and placed in the enabling works package to obtain beneficial use of the road from an early stage which will provide pedestrian and vehicle segregation and control vehicle movements.
LLDC/Park/00 1/GP/02	The principal contractor has developed early plans for working at height and riser safety which has enabled detailed designs to be developed and works specified within packages to minimise the risks associated with working at height in construction.

Appendix One – Pictures



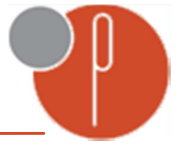
1. HS&W monitoring programme introduced on the project for the month.



2. Formation of the crane mat carried out by the enabling works contractor to the sub-structure package design.



3. Overview of the site from the south west corner.



Appendix Two – Scope and Criteria of Review

Construction Planning / CDM Review

Purpose

The purpose of this review is to assess the overall level of compliance to the Construction (Design and Management) Regulations 2015 (CDM 2015) and the effectiveness of construction planning on the Stratford Waterfront project.

The review will assess the current compliance to CDM 2015 and make recommendations where required.

Reasons for the Review

This review has been commissioned by LLDC to provide independent assurance of Health, Safety and Welfare of the Stratford Waterfront project. CDM 2015 was developed by the HSE as a framework to ensure that all construction projects are managed effectively throughout the design and construction phases.

This project is currently in its early stages of construction and this review is specifically looking at the construction arrangements that have been put in place for the effectiveness management of HS&W along with the CDM arrangements for the principal contractor and contractors.

Objectives

- To establish the CDM 2015 duty holders
- Establish if the duty holders are fulfilling their duties under CDM 2015
- Identify any gaps and opportunities for improvement
- Identify areas of best practice to be shared on LLDC projects

Review Activities

1. Opening meeting
2. Review of relevant HS&W / CDM documentation
3. Review of any applicable standards / procedures
4. Interviews with key stakeholders
5. Review of any current on-site activities
6. Review the selection and assessment of current duty holders
7. Assessment of supply chain reviews
8. Arrangement for securing the site
9. Arrangements for site induction
10. Arrangements for monitoring site activities



11. Best practice or innovation employed.
12. Closing meeting – presentation back to PMP

Review Team

Lead – Ian Pattison, Park Health and Safety

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