

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

Meeting Date: Thursday 5 March 2020

Time: 12.30 pm

Venue: LLDC, 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 12.30 pm on Thursday 5 March 2020 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 CBE (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 26 September 2019 (Pages 1 - 6)

The Committee is asked to agree the minutes of the meeting held on 26 September 2019.

4 Matters Arising and Action List (Pages 7 - 8)

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

5 Executive Director's Report (Pages 9 - 16)

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

6 Construction Related Health and Safety Update (Pages 17 - 18)

The Committee is asked to note the update on the construction health and safety.

7 LLDC Venue Safeguarding Report - March 2020 (Pages 19 - 24)

The Committee is asked to note the update on safeguarding.

8 Health, Safety and Security Risk Update (Pages 25 - 26)

The Committee is asked to note the update report on health, safety and security risks.

9 Forward Plan (Pages 27 - 28)

The Committee is asked to agree the forward plan for the next 12 months.

10 Any other business the Chair considers urgent

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

11 Date of Next Meeting

The next meeting of the Health, Safety and Security Committee is due to be held on Tuesday 22 September 2020 at 2pm.

12 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).

13 Minutes of the previous meeting held on 26 September 2019 containing exempt information (Pages 29 - 32)

The Committee is asked to agree the minutes of the meeting held on 26 September 2019 that contain exempt information.

14 Matters arising and actions list that contain exempt information
(Pages 33 - 34)

The Committee is asked to note the matters arising from the previous meeting,

15 Executive Director of Park Operations and Venues' Update - Exempt information relating to the Item on Part 1
(Pages 35 - 48)

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

16 Construction related health and safety update - Exempt information relating to the item on Part 1
(Pages 49 - 78)

The Committee is asked to note the update on the construction health and safety containing exempt information.

17 LLDC Venue Safeguarding Report March 2020 - Exempt information relating to the item on Part 1
(Pages 79 - 80)

The Committee is asked to note the report on safeguarding containing exempt information.

18 Health, Safety and Security Risk Update - Exempt information relating to the item on Part 1
(Pages 81 - 84)

The Committee is asked to note the appendix containing exempt information.

This page is intentionally left blank



MINUTES

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

Date: Thursday 26 September 2019

Time: 2.00 pm

Venue: LLDC, Room 5, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ.

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

In Attendance: Irena Bennett, Senior HR Manager
Mark Camley, Executive Director of Park Operations and Venues
Colin Naish, Executive Director of Construction
Peter Tudor, Director of Visitor Services
Tony Tolley, Head of Safety and Security
Peter Swordy, Director Health, Security & Compliance, London Stadium
Rachel Massey, LLDC
Jamie Mordue, GLA Secretariat

1 Apologies for absence

- 1.1. Apologies were received from Lyn Garner, Chief Executive Officer, LLDC, Graham Gilmore, Chief Executive Officer, London Stadium, and Jamie Dean, Mayor's Observer.

2 Declarations of interest

- 2.1 The Chairman 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.

There were no additional declarations of interest.

3 Minutes of the previous meeting held on 3 May 2019

- 3.1 It was agreed that the minutes of the meeting held on 3 May 2019 be signed by the Chair as a correct record.

4 Matters arising and action list

- 4.1 Updates were provided against the actions. A presentation on operational day today safety checks and briefings would be given at the next Committee meeting (action 5.8). The Chair had provided examples of fairness policies from the rail industry to Colin Naish (action 7.2), who had subsequently had conversations with MACE, including on behaviour safety training, and this action could therefore be marked as closed.

4.2 The Committee noted the Actions List.

5 Executive Director of Park Operations and Venues' Update

- 5.1 The Executive Director of Park Operations and Venues presented the report providing an update on health, safety and security activities related to the remit of the Committee.
- 5.2 Trend analysis had been undertaken to determine repeating issues and how these could be addressed. Work was ongoing to improve how the data was used to allow more effective interventions to be made.
- 5.3 The stadium egress plans had worked well for the West Ham game against Manchester United, which was the highest attended football game at the stadium. The F10 bridge had to be reduced in width, owing to piling and works on East Bank, but was now at its narrowest.
- 5.4 Discussions with the Sports Grounds Safety Authority, West Ham United and the licensing authority regarding West Ham's application for 62,500 spectators at the stadium for football matches were ongoing, particularly around where the seats could be added. It was felt that more was needed to be done on persistent standing.
- 5.5 There were several incidents of note in relation to the build for the new Major League Baseball (MLB) store, including failure to wear correct PPE, dangerous vehicle manoeuvres without banksman and insecure site fencing. Lessons had been learned and, for future events, plans put in place to ensure compliance was consistent across the Stadium and the Park.
- 5.6 Delays to the completion of the North South highway were ongoing; there were around 400 movements of construction vehicles on Copper Street per week which meant road closure, for a week, was necessary to carry out maintenance. It was noted that LLDC did not receive any HGV Road User Levy to account for the cost of maintenance and it would be explored whether CIL or S106 agreements could be used to cover the cost. Construction Traffic Management Plans were being looked at to see how effective they were and whether any claim for maintenance could be made from them.
- 5.7 The Road Safety Audit had been renamed the Road Safety Review as advice stated that it could not be considered to be a true audit. The tendering process was planned to be completed by the end of January 2020, after which the final report would be ready four to five weeks after.

- 5.8 Three cable strikes had occurred in 2019, all in different locations and with different causes; one had occurred when a road was being planned and a dead cable had been struck, the second had occurred when a buried cable began to rise and pot ended and the machine caught the cable, and the third occurred owing to a machine operator using a toothed bucket to clear an area. All occurrences of cable strikes had been investigated and lessons had been learned.
- 5.9 There was an instance where a contractor had mounted the curb and hit a lamp column next to a primary school when the left wheel hit the curb and the foot hit the accelerator. The operator had not followed site procedure for safe entry and was removed from the site the same day. Drug and alcohol tests were clear and the operator was sent for remedial training.
- 5.10 The Committee noted that the bullet points under paragraph 4.17 did not relate to LLDC but were an illustrative example used in the training session.
- 5.11 **The Committee noted the paper.**

6 LLDC Health and Safety Policy Update

- 6.1 The Head of Security and Safety presented the report, which updated the Committee on LLDC's Health and Safety Policy.
- 6.2 The Healthy and Safety Policy, approved in March 2018, had been reviewed and rewritten to expand the policy statement, in line with occupational health and safety standards, in order to enhance the performance of the organisation in all areas of activity. The revisions also formalised governance, reporting and performance measurement.
- 6.3 **The Committee noted the policy revision.**

7 LLDC Venue Safeguarding Report September 2019

- 7.1 The Director of Visitor Services presented the report, which updated the Committee on safeguarding for 2019.
- 7.2 All safeguarding policies were up to date. The existing safeguarding policies at 3 Mills Studios were being revised as LLDC had asked Knight Frank to develop a formal policy based on the likely risk groups attending the studio complex. LLDC was working with the new tenants of the Timber Lodge café and south park kiosks to develop their Safeguarding Policy further.
- 7.3 Since the last meeting of the Committee, there had been six incidents reported: three incidents had been reported from the venues and there were zero causes for concern; and three incidents, involving lone male adults, had been within the park.
- 7.4 A greater number of children with special educational needs had attended the Queen Elizabeth Olympic Park (QEOP) East Bank Summer School in August 2019 than had attended in 2018. LLDC would look at how standard operating

procedures were applied, to ensure thorough safeguarding of those in attendance.

7.5 If a child was reported lost, the team would follow procedure and alert staff on the ground, search the area and search CCTV. It was possible to lock down the north Park but this would be considered a rarity. Staff would also work with stakeholders in Westfield and, if necessary, the emergency services. It was noted that the majority of lost children were found in Westfield. LLDC benefitted from a very good CCTV system and an experienced team in the Park.

7.6 Minor additions had been made to the Safeguarding Policy since it was presented to the Board on 16 September 2019, specifically updates to refer to gangs, and Appendix D of the policy had been updated to include the full text of the modern slavery statement.

7.7 The Committee noted the report.

8 Health, Safety and Security Risk Review

8.1 The Executive Director of Park Operations and Venues presented the report, which updated the Committee on major health and safety risks identified by LLDC.

8.2 At its 12 March 2019 meeting, the Committee considered an update of independent review of LLDC's major health and safety risks. This report had been used as the basis of the Health, Safety and Security risk register, which would be refined over the coming months to ensure that risk and control ownership was clear, control ratings and actions plans were introduced, and residual risk ratings for each risk were agreed.

8.3 The Committee noted the key risk areas, as set out in paragraph 3.3 of the paper.

8.4 The Committee noted the paper.

9 Any other business the Chair considers urgent

9.1 There was no urgent business.

10 Date of next meeting

10.1 The Committee noted that the next meeting was to be arranged.

11 Exclusion of the press and public

11.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraphs 3 and 7 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.

12 Minutes of the previous meeting held on 3 May 2019 containing exempt information

12.1 It was agreed that the minutes of the meeting held on 3 May 2019 containing

exempt information be signed by the Chair as a correct record.

13 Matters arising and actions list that contain exempt information

13.1 The Committee noted the actions containing exempt information and the oral updates.

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

14.1 The Executive Director of Park Operations and Venues presented the report providing an update on health, safety and security activities related to the remit of the Committee, containing exempt information.

14.2 The Committee noted the report.

15 LLDC Health and Safety Policy Update - Exempt information relating to the item on Part 1

15.1 The Head of Security and Safety presented the report and appendix containing exempt information, which updated the Committee on LLDC's Health and Safety Policy.

15.2 The Committee noted the report.

16 Health, Safety and Security Risk Review - Exempt information relating to the item on Part 1

16.1 The Executive Director of Park Operations and Venues presented the report and appendix containing exempt information, which updated the Committee on major health and safety risks identified by LLDC.

16.2 The Committee noted the report.

17 Close of Meeting

The meeting closed at 3.05pm.

Chair

Date

Contact Officer: Rachel Massey, Tel: 020 3288 1829, Email:
rachelmassey@londonlegacy.co.uk

This page is intentionally left blank

Health, Safety and Security Committee Actions List (reported to the meeting on 5 March 2020)

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
5.8	Executive Director of Park Operations and Venues' Update Include operational day to day safety checks and briefings in future reports.	Mark Camley	26 September 2019	Complete. Included in Executive Director's report.
7.2	Review of Health, Safety and Wellbeing Preparations for the Delivery of Stratford Waterfront Provide and review all good examples of fairness policies from the rail industry.	Simon Blanchflower/ Colin Naish	26 September 2019	Complete.

This page is intentionally left blank

Subject: Executive Director of Park Operations and Venues' update
Meeting date: 5 March 2020
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 invited to note this report.**

3. INCIDENTS

- 3.1. There were four major incidents in the period, including the unidentified object. The table below sets out the number of incidents between September 2019 and January 2020 (inclusive).

Number of incidents:

Type of incident	Stadium	Park and Other Venues	East Bank	Development sites	UCL(E)	Office and other sites
Major (RIDDOR)	0	0	1	2	0	0
Major (non-RIDDOR)	9	0	0	1	0	0
Disease	0	0	0	0	0	0
Minor	104	23	8	3	3	0
Near misses	13	2	1	4	2	2
Fatalities	0	0	0	0	0	0
Dangerous occurrences	0	1	0	0	0	0

- 3.2. During the period, there have been the following positive interventions –

Tool box talks - 193
Safety Moments - 12
Inductions - 1618
Safety Tours - 380

4. KEY DEVELOPMENTS

London Stadium

- 4.1. The Stadium has been in football mode throughout the period. There have been no major incidents and only one incident of note, when a 10-year old boy managed to make his way on to the playing surface. Pitch side runners were re-briefed following the incident and have successfully stopped two attempted breaches since.
- 4.2. The East Bank works have required the width of F10 bridge to be reduced. This has been managed successfully, in line with LS185's egress plans.
- 4.3. LS185 have taken on responsibility for managing the International Passage from Westfield, resulting in a saving on the licence cost. This has worked well. There have been issues with the Northern Ticket Hall stewarding and as a result LS185 have re-iterated the plans with all parties.
- 4.4. There have been two demonstrations by West Ham United fans on match days. LS185 have successfully managed both of these. A further demonstration is planned by fans on 29 February and LS185 are working with MPS, LBN and LLDC on plans and contingencies.
- 4.5. Of the 68 recommendations in Trivandi Phase 1 and 2 reports, LS185 have completed 40 and 28 are in progress or not started. A table setting out the position on the 28 outstanding recommendations is attached at Appendix A. The majority of these are scheduled to be completed by the end of March 2020 and a follow up review by Trivandi will be arranged for early in the new financial year.

Park and Venues, excluding Stadium

- 4.6. There were no major events in the Parkland during the period. However, we did host Centre Point's sleep out and a range of fun runs. There were no issues of note in relation to these. The Park ½ marathon was postponed due to adverse weather.
- 4.7. The Copper Box Arena hosted basketball, netball, boxing, wrestling, volleyball and karate events, as well as Xbox 2019 and an election rally for the Conservative Party. During this period the London Aquatics Centre hosted the International Para Swimming Championships and the new International Swimming League competition. There were no issues of note in relation to these.
- 4.8. The ArcelorMittal Orbit has continued to host private events including a MixMag dance party in October and Christmas parties in December. There were no issues of note in relation to these. There was an incident with a faulty service gate at the venue in December which ENGIE are reviewing as a potential near miss.
- 4.9. As part of the infra-structure works on the North-South Highway an unidentified object was discovered on camera 4m below ground level. This was briefly raised to major incident level with the police taking control of the site. However, it was handed back to the developers within an hour and further identification works undertaken. It transpired that the object was not unexploded ordnance. A full debrief of the incident was undertaken and an action plan agreed (Appendix B).

Park roads and construction traffic

- 4.10. Delays to the completion of North South highway continue. Park operations and Stadium events are managing round these and the on-going works on Copper Street and Thornton Street.
- 4.11. There was an incident with the traffic management structures on the junction of Waterden Road and Clarnico Lane when wind blew over a panel that hit a cyclist. Additional bracing was designed into the structures to make them more secure. were addressed and resolved in conjunction with the Developer and TFL.
- 4.12. There is continued concerns about speeding and the level of construction traffic in and around the Park. As a result, a road safety review has been undertaken and this will be tabled at the meeting. A similar review of roads in Hackney Wick and Fish Island has been commissioned following concerns for pedestrians and cyclists in that area.

East Bank

- 4.13. It has been a busy construction period for East Bank, including the successful lift of the Carpenters Land Bridge on Christmas Day.
- 4.14. There has been one RIDDOR reported during the period.

Development sites

- 4.15. There were no major issue on Chobham Manor. There were two RIDDORs on the Eastwick development.

UCL East

- 4.16. There have been no major issues. Work on hoarding Pool Street East and West has taken place.

Office

- 4.17. No H&S incidents recorded in the period.

5. APPENDICES

- 5.1. Appendix 1: Trivandi items outstanding
- 5.2. Appendix 2. Unidentified object action plan

List of Background Papers

- None

Report originator(s):
Telephone:
Email:

Mark Camley
020 3288 1857
markcamley@londonlegacy.co.uk

APPENDIX 1: Trivandi items outstanding

Task ID Trivandi	Area	Task	Output	Status	Task Owner(s)	Start	Finish
1.7	Health & Safety	A high level risk profile for the LLDC Board is developed detailing the most significant health, safety and security risks	Complete. H&S risk review considered by the HSS Committee on 12 March. Comment: I believe that the risk map (in its existing form) needs to be proposed by Simon to the next Committee and agreed (or otherwise) by them. This should then form the basis of their assurance regime. The business of the committee should be about being assured and it is essential that they are happy with the comprehensiveness of the map.	IN PROGRESS	LM PS	01-Jul-19	31-Mar-20
1.13	Health & Safety	Integral to implementing the proposed governance arrangements a review of the respective LLDC/E20/LS185 Health and Safety Policies is required to reflect changes made in the organisational and management models	In progress. MC to follow up.	IN PROGRESS	MC PS	01-Jul-19	31-Mar-20
1.15	Health & Safety	A review of the recommendations arising from the various previous HSS reports and audits to be undertaken, particularly to determine currency and priority of the recommendations, and developed into one overall improvement plan	In progress. AS assessing and collating all previous reviews to ensure that they are closed out.	IN PROGRESS	LM PS	01-Jul-19	31-Mar-20
1.19	Health & Safety	A review of the standards, processes and work instructions that make up the various health, safety and security management systems is required with the objective of rationalising and consolidating into one set of consistent documents.	In progress. Review completed as part of phase two. To be consolidated as part of phase three.	IN PROGRESS	LM PS	Nov-19	31-Mar-20
1.22	Health & Safety	Under newly proposed governance arrangements a dialogue with LB Newham should be opened on formalising the LLDC, E20 and LS185 attendance requirements at the Stadium Safety Advisory Group i.e. continuity and experience	In progress. Dialogue with LBN begun. MC to follow up.	IN PROGRESS	MC PS	01-Aug-19	31-Mar-20
1.23	Health & Safety	It is recommended that the Venue Operations Manual is reviewed in line with the Green Guide 6th Edition and a commitment made to maintaining it as a dynamic document	Initial review undertaken and commitment to maintain agreed.	IN PROGRESS	LLDC LBN	01-Oct-19	28-Feb-20
5.1.1	Organisation	Develop an organisational vision, mission and KPIs for the London Stadium.	Board and MGt Team to agree and produce	IN PROGRESS	PS GG DR	01-Jun-19	28-Feb-20
5.1.4	Organisation	Review the recommendation that the health, safety and security should be contained within the remit of the LLDC Audit Committee	for Board and Management consideration	IN PROGRESS	MC PS		31-Mar-20
5.1.5	Organisation	Review the structure and appropriateness (or otherwise) of any agreement to provide support services by the Local Authority and their agents.	To be discussed with LBN and LLDC	IN PROGRESS	MC PS	01-Jul-19	31-Mar-20
5.1.7	Organisation	Revisit responsibilities placed on individuals by the various health, safety and security policies	Review job descriptions of full time and event day staff as set out in VOM	IN PROGRESS	MC GG DR	01-Jul-19	31-Mar-20
5.2.2	Contractor Mgt / Supply Chain	Check standard contract conditions to make sure that LS185's requirements for the management of health, safety and security are made clear and that Key Performance Indicators (leading and lagging) are set for health, safety and security.	Hugh Flemington new legal advisor to review	IN PROGRESS	Legal	01-Jul-19	31-Mar-20
5.2.3	Contractor Mgt / Supply Chain	Set minimum evaluation and acceptance criteria and apply it to the selection of contractors and suppliers.	Contractor selection process under review - Greg Boon	IN PROGRESS	Procurement	01-Jul-19	31-Mar-20
5.2.4	Contractor Mgt / Supply Chain	Establish a 'Contractor/Supplier Health, Safety and Security Leadership Group', consisting of senior level representation from across the contracting organisations chaired by the CEO of LS185	CEO and Director HSC	IN PROGRESS	GG MC PS	01-Jul-19	31-Mar-20
5.2.6	Contractor Mgt / Supply Chain	Apply minimum contract conditions, monitoring and assurance arrangements to event owners and their respective contractors and supply chains	Contractor selection process under review - Greg Boon	IN PROGRESS	Procurement	01-Jul-19	31-Mar-20
5.3.1	Event Management	Check competency of event owners and their contractors against minimum competency standards to be met by those personnel	Contractor selection process under review - Greg Boon	IN PROGRESS	Procurement	01-Jul-19	31-Mar-20

5.3.10	Event Management	Apply minimum contract conditions, monitoring and assurance arrangements to event owners and their respective contractors and supply chains	Hugh and Greg to undertake	IN PROGRESS	Legal & Procure	01-Jul-19	31-Mar-20
5.4.3	Event Management	Define safety critical roles and roles critical to the management of health, safety and security. Definition should include competency requirements and welfare provision including maximum permitted hours of work. This discipline should be applied to all positions.	Director HSC with HR LLDC	IN PROGRESS	MC	01-Jul-19	31-Mar-20
5.4.4	Event Management	Apply the UK Health and Safety Executive Fatigue Index to all staff. Check contractors compliance to this as well.	Director HSC with HR LLDC and Ops Director - consultation ongoing	IN PROGRESS	PS LM	01-Jul-19	31-Mar-20
5.5.1	Health & Safety	Carry out job specific risk assessments with controls assigned (including the provision of personal protective equipment) and communicate to LS185 personnel.	Director HSC including all tech staff ground staff - check Vinci and DNC current systems - consultation on going	IN PROGRESS	PS CM LM	01-Jul-19	31-Mar-20
5.5.2	Health & Safety	Develop policies and supporting arrangements for health, welfare and general wellbeing (including provision for disability and mental health).	Director HSC with HR LLDC	IN PROGRESS	CM PS LM	01-Jul-19	31-Mar-20
5.5.4	Infrastructure	Suitable 'safeguarding' arrangements to be put in place for employees, contractors, suppliers, visitors, spectators and any others likely to encounter London Stadium operations.	West Ham have a system for safeguarding - children and vulnerable adults. Currently all risk assessments and management plans take into account those who might be affected by LS185 operations.	IN PROGRESS	CM LM PS	01-Jul-19	31-Mar-20
5.6.1	System process and procedure	A RACI (Responsibility, Accountability, Consultation and Information) analysis to be carried out against the control actions defined in the health and safety policy and underpinning health and safety management system.	To be further explored / understood	NOT STARTED	LM	01-Jul-19	31-Mar-20
5.6.4	System process and procedure	All relevant documentation to be updated to reflect the change of organisation consistent with the in-sourcing of the LS185 organisation.	Agreed - site induction and permit to work system is most pressing area	IN PROGRESS	PS DR	01-Jul-19	31-Mar-20
5.6.5	System process and procedure	Recommendations contained in Appendix 2 as outputs from the Trivandi review of documentation should be considered in the context of the above.	To be clarified	NOT STARTED	LM PS	01-Jul-19	31-Mar-20
5.6.6	System process and procedure	A document management and control system to be developed for review, distribution, access, editing, and archiving and or disposal of out-dated documents.	System needs LS185 and LLDC agreement and parameters	NOT STARTED	LS185	01-Jul-19	31-Mar-20
5.6.7	System process and procedure	Consider implementing the principles contained in ISO 45001 as a framework for the integrated management system (that incorporates health, safety and security) .	With Jason Eglash as lead identify steps to meet ISO 45001 and timescale. New H&S Manager to implement	IN PROGRESS	LM	01-Jul-19	31-Mar-20
5.7.1	Planning	The high-level risk map attached as Appendix 1 to be checked for completeness and agreed by the LLDC/E20 Health, Safety and Security Committee. The potential effects of implementing the recommendations contained in the Trivandi Phase 2 report (including detailed findings in the attached appendices) should be considered in the context of actions and potential positive effects on the assigned RAG rating. Outstanding recommendations from the Phase 1 report and agreed actions should also be considered.	Revised risk register and risk assessments to be prepared in light of Risk Heat map	IN PROGRESS	MC TT	01-Jul-19	31-Mar-20
5.7.2	Planning	A suitably resourced plan should be developed consistent with outcomes from 5.7.1.	In progress	IN PROGRESS	PS LM CM	01-Jul-19	31-Mar-20

APPENDIX 2: Unidentified object action plan

ACTION LIST					CATEGORY				
QEOP - Incident debrief action plan UXO Actions					Number of actions MONITOR	0		C4	5
					Number of actions on HOLD;	0		Response	4
Today's date: 12/02/2020					Number of actions CLOSED;	0		Resource	3
Next weeks date: 19/02/2020					Number of actions OPEN;	13		Reputational	1
Issue No.	Item	Detail	Cat	Comments	Directorate Owner	Individual Owner	Status	Projected Completion Date	Actual Completion Date
1	Update points of contact for Construction and Contractors	Update key contact lists with relevant silver and gold equivalents	C4		Dev		Open	28-Feb-20	
2	Stakeholder Groups	Review and update Stakeholder groups (Emergency Planners/Services; Operational; Info only; Contractors/contractual obligations; Board; Staff; Landlords; communications/press)	C4	This is to enable the different messages for incidents to be distributed in a timely manner, this will need to be granular to account for the different levels of responsibility Gold and Silver.	Comms		Open	15-Mar-20	
3	Hazards Map	Produce a single map showing the key hazards around the estate - including buried services, UXOs and waste	Response		Dev		Open	30-Mar-20	
4	Scribe availability	Ensuring that scribes are adequate in number and can support incidents from commencement of an incident.	Resource	Each directorate to nominate 2 people minimum that can support this - training needs will be met internally. Rotas to be completed taking into account annual leave	ED's		Open	30-Mar-20	
5	Incident Shift review	Review working shifts for incidents and the availability of grab bags and what they should include	Resource	Include items such as pre paid top up card to cover basic provision of Clothing, Hygiene and Food.	HR		Open	15-Mar-20	
6	Use of other functions to assist with incident and public interface	To use other elements of the EFM contract team and Volunteers to support the response/post incident with informing public and manning cordons	Resource	To include IDV/OPL/Cleaners and engineering	POV	EW	Open	2-Apr-20	

7	Dedicated Email for Incidents	A Dedicated email to be set up to take and send emails in relation to the incident this should be for Gold and Silver Groups and look to include Communications	C4	Review how Orbis can assist	IT		Open	2-Apr-20	
8	Update and review BCPs	Conduct a BCP review across organisation and Business impact analysis	Response		POV	TT	Open	2-Apr-20	
9	Ensure involvement in developers incident meetings	To be included in JV and Das going forward in order to maintain incident overview	C4		Dev		Open	TBC	
10	Prepare for recovery from incidents	To include cleaning/lost and found/ phased opening/hard FM needs.	Response		POV		Open	TBC	
11	Partners and Stakeholders awareness of C4 and expectations	Share C4 Flow chart with stakeholders and protocol/needs for attending calls/meetings	C4		POV	TT	Open	TBC	
12	Responsibility clarification and contractual positions	Clarify responsibility and contractual positions as early as possible - don't assume knowledge	Reputational		Dev		Open	TBC	
13	Hand of Control	Where incidents occur across multiple areas a hand of control needs to be established to facilitate JESIP principles, response and recovery - Where necessary Handover documents to be used to facilitate operational requirements	Response	This is mainly to do with event days but may also include step in clauses for other areas	POV	TT/JW	Open	TBC	

This page is intentionally left blank



Subject: Construction Related Health and Safety Update
Meeting date: 5 March 2020
Report to: Health, Safety and Security Committee
Report of: Tony Tolley, Head of Security and Safety, LLDC Park Operations and Venues

This report will be considered in public

1 SUMMARY

- 1.1. This report provides an update on Health, Safety and Wellbeing activity related to construction activity. There have been a number of matters of note over the last period, across the range of construction.
- 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 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 AREAS OF ACTIVITY

- 3.1 The report in part 2 sets out further exempt information relating to different areas of activity:
 - East Wick and Sweetwater (including SIW)
 - Chobham Manor
 - MACE N06
 - Glencar - Makeshift
 - MACE - UCL
 - VINCI - UCL
 - East Bank – Stratford Waterfront
 - Construction Transport

4 APPENDICES

- None

List of Background Papers

None

Report originator(s):

Tony Tolley

Telephone:

020 3288 8865

Email:

TonyTolley@londonlegacy.co.uk



Subject: LLDC Venue Safeguarding Report - March 2020

Meeting date: 5 March 2020

Report to: Health, Safety and Security Committee

Report of: Peter Tudor, Director of Visitor Services

This report will be considered in public

1. SUMMARY

- 1.1. This paper provides an update on Safeguarding for June-December 2019 as reported by the following:
 - ArcelorMittal Orbit
 - Copper Box Arena
 - London Aquatics Centre
 - The Last Drop
 - Timber Lodge
 - 3 Mills Studios
 - London Stadium
 - London Legacy Development Corporation (LLDC) Events
 - Our Parklife (Park Champions volunteer programme)
- 1.2. Safeguarding arrangements are in place, where appropriate, by third party hirers delivering the external events programme, with assurance provided by LLDC. LLDC's limited programme of self-produced events follows the LLDC policy.
- 1.3. There were sixteen reported incidents in total. Eight incidents were reported from the venues and, where relevant, referrals were made. There have been eight reported incidents within the Park.
- 1.4. LLDC is not responsible for the Lee Valley venues or Here East.
- 1.5. LLDC is continuing to discuss the legal implications of requiring Park volunteers to undergo mandatory DBS checks. The issues are outlined in Section 10.
- 1.6. A report is included in Part 2 of the Agenda, which contains 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 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. ARCELORMITTAL ORBIT

- 3.1. The ArcelorMittal Orbit is managed by ENGIE Services Ltd.
- 3.2. Any concerns raised by staff are reported to Phil Whitehead, QEOP Security Operations Manager.
- 3.3. ENGIE state that there were no incidents in 2019.

4. COPPER BOX ARENA AND LONDON AQUATICS CENTRE

- 4.1. The Copper Box Arena and London Aquatics Centre are managed by GLL.
- 4.2. Any concerns raised by staff are reported to Muir Forest, GLL's National Safeguarding Manager, and the Regional Manager responsible for the two venues.
- 4.3. In 2019 there were no referrals regarding incidents CBA.
- 4.4. There were three reported incidents in the LAC in the last six months of 2019. Venue staff alerted management to these incidents including two instances of distressed children within larger school groups and to a separate issue which is outlined in the paper in the Part 2 report.

5. THE LAST DROP (THE PODIUM)

- 5.1. The Last Drop (TLD) cafe is managed by ENGIE Services Ltd.
- 5.2. Any concerns raised by staff are reported to Phil Whitehead, QEOP Security Operations Manager.
- 5.3. ENGIE state that there have been no specific incidents in 2019.

6. TIMBER LODGE & KIOSKS

- 6.1. The Timber Lodge café and the south Park kiosks are managed by Company of Cooks.
- 6.2. Company of Cooks have confirmed that there have been no incidents reported in 2019.
- 6.3. Company of Cooks have a limited Safeguarding Policy. LLDC has requested that this be revised in 2020 to meet Park requirements.

7. 3 MILLS STUDIOS

- 7.1. 3 Mills Studios are managed by Knight Frank. The Studio complex is used for film, theatre and television production, and includes a school of Screen Acting as well as – outside of the studio walls – the temporary premises of the East London Science School are housed in the Clock Mill building.

- 7.2. The existing safeguarding guidelines have been revised in line with LLDC Policy.
- 7.3. Recent productions involving children at the Studios have included Mary Poppins, Les Misérables, The Great, Twist and I Hate Suzie.
- 7.4. Knight Frank report no incidents in 2019.

8. LONDON STADIUM

- 8.1. London Stadium is managed by LS185 and has a detailed Safeguarding Policy (revised July 2018).
- 8.2. In this reporting period LS185 report four instances of lost children seeking their parents/carers at the Muller Anniversary Games, and one of parents/carers temporarily losing their child at a West Ham Game.
- 8.3. Safeguarding for football sits with West Ham (WHU) as the event owner. WHU have a designated officer, published policy and support team.

9. LLDC

- 9.1. Most external events held at the Park are organised by third parties, and the LLDC Events Team assesses safeguarding requirements for each under guidance from the Head of Security. In general, most events have limited safeguarding requirements due to the nature of the attendees.
- 9.2. Events organised by LLDC in 2019 included Family Fun Days at Timber Lodge and The Podium, the Great Get Together in the north Park, and the QEOP Summer School with 400 students aged 13-16 years old in August.
- 9.3. All events follow the LLDC Safeguarding Policy, with arrangements including Lost Children procedures and specific risk assessments around any identified vulnerable groups.
- 9.4. No issues were reported during these events. However, it was observed that a number of children at the Summer School had SEN requirements which had not been disclosed in advance, and arrangements will be reviewed prior to the 2020 Summer School.

10. OUR PARKLIFE (PARK CHAMPIONS PROGRAMME)

- 10.1. The QEOP Park Champion volunteer programme is operated by Our Parklife (a Community Interest Company) (OPL) under contract to ENGIE Services Ltd under the EFM contract. OPL have reported no issues in 2019.
- 10.2. All volunteers are ID checked before commencing duties. Following concerns raised by the LLDC Board, LLDC and OPL have been discussing the options for carrying out basic DBS checks on the volunteers. Because the roles do not generally fall under the definition of 'Regulated Activity' (frequent unsupervised activity providing health care, personal care, social care for adults and children, and/or education for children) LLDC/OPL cannot force the volunteers to undertake the DBS check. Under the Rehabilitation of Offenders ACT 2014, if LLDC/OPL

subsequently declined to offer the unchecked person volunteering shifts, this could be construed as discrimination.

10.3. OPL/LLDC are therefore exploring four options:

- Option 1: volunteers complete a Basic check, but LLDC take on full liability for any subsequent claim: we believe this is not a workable solution due to GDPR obligations and OPL's inability to share the outcome or details of the checks. LLDC would therefore be unable to provide OPL with the required indemnity.
- Option 2: LLDC takes on the role of 'a direct legal relationship' with the volunteers and OPL takes on a management role of the programme on LLDC's behalf. This will enable LLDC to complete the checks, giving instruction to LLDC. LLDC is not resourced for this at present.
- Option 3: OPL completes the checks as instructed by LLDC and takes on the checks and therefore full liability of the checks. OPL and ENGIE have declined to take on the liability.
- Option 4: No DBS checks are carried out (aside for very specific regulated activities) and OPL enhance existing safeguarding measures to ensure that volunteers are fully supervised and never in a lone working scenario.

10.4. A decision on the most appropriate course of action will be made early in 2020.

11. GENERAL

- 11.1. There was one specific lost child incident during the autumn; the child was found within ten minutes. There was one report of a lone male at the Tumbling Bay play area which was investigated by Park Security but no individual matching the description was located.
- 11.2. There were five of incidents of people incapacitated through alcohol or drug use, two specific concerns where individuals with mental health issues were supported to external assistance by Park Security, and one potential incident of domestic abuse. LLDC security officers also assisted homeless people within the Park, guiding them to the nearest shelter accommodation.
- 11.3. The Legacy Youth Voice included Safeguarding in their presentation to the LLDC Board. I met with the Youth Voice panel in January 2020 to discuss their concerns and we clarified the differences between Safeguarding and general safety. There are no specific concerns on Safeguarding matters at present, and in general the representatives reported feeling safe in the Park, albeit with a preference for the better lit areas of the south Park than the lower lighting area of the north (for wildlife habitats). They suggested a number of possible improvements which the Park Operations Team is reviewing.

12. SAFEGUARDING POLICY

12.1. LLDC's updated Safeguarding Policy for children and vulnerable people sets out the obligations of LLDC, venues and event owners under the Safeguarding Vulnerable Groups Act 2006. Version 15 has been approved by LLDC Board.

13. APPENDICES

13.1. None.

<p>List of Background Papers: LLDC's updated Safeguarding Policy</p>

Report originator:	Peter Tudor
Telephone:	020 3288 1800
Email:	PeterTudor@LondonLegacy.co.uk

This page is intentionally left blank



Subject: Health, Safety and Security Risk Update
Meeting date: 5 March 2020
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 is intended to update the Committee on major health, safety and security risks identified by LLDC.

2. RECOMMENDATION

- 2.1 The Committee is asked to note this report and its appendix**

3. BACKGROUND

- 3.1. The Health, Safety and Security risk register was presented to the Committee at its last meeting. The risk register has been updated through engagement with key officers across the Corporation, including colleagues from Park Operations and Venues, Construction and Development.
- 3.2. The most notable change since the last Committee meeting has been the separation of the crime and terrorism risk into its two primary components as the risk profiles for each component have diverged significantly due to recent London-based terrorist incidents. We continue to trend an increase in risk exposure associated with construction traffic and noise, dust and vibration pollution together with a downward trend in risks associated with construction ground penetrations. These trends reflect the progress and current status of the East Bank and UCL construction programmes.
- 3.3. The register remains a work in progress, with future priorities focused on control ownership, and ensuring comprehensive controls are set out for each risk; introducing control ratings, action plans; and agreeing residual risk ratings for each risk.
- 3.4. The key risks areas are set out below:
- Crowd Control
 - Temporary structures
 - Structural Failure - Permanent Works
 - Construction (Traffic; Interfaces with 3rd parties; Dust, noise and vibration; Safe construction; Ground penetrations; Fire; Security breach)
 - Crowd disturbance
 - Crime
 - Terrorism

- Regulatory non-compliance
- Systems and equipment failures
- Loss of safety critical systems
- Fire
- Flood
- Food Poisoning
- Water
- Unauthorised / illicit use of property
- LLDC workforce health and safety
- Traffic
- Hazardous substances
- Lightning strike
- Imposed H&S working changes
- Major spillage
- Breach of confidentiality

3.5. The health, safety and security risk heatmap is provided in appendix 1 (contains exempt information).

4. FINANCIAL IMPLICATIONS

4.1. There are no new funding implications of the report.

5. LEGAL IMPLICATIONS

5.1. There are no legal implication of the review.

6. PRIORITY THEMES

6.1. The report has no implications for LLDC's priority themes. Briefly detail in this section how these have been taken into account in developing the proposals.

7. APPENDICES

7.1. Appendix 1 – Health Safety and Security Risk Heat Map February 2020 (exempt information)

List of Background Papers:

Papers for the Committee meeting 26 September 2019

Report originator(s):

Telephone:

Email:

Oliver Shepherd and Lee Stranders

020 3288 1800

olivershepherd@londonlegacy.co.uk

leestranders@londonlegacy.co.uk

Subject: Forward Plan
Meeting date: 5 March 2020
Report to: Health, Safety and Security Committee
Report of: Mark Camley, Executive Director Park, Operations and Venues

This report will be considered in public

1. SUMMARY

- 1.1. This paper sets out key dates and consequent workplan for the Committee over the next 12 months.

2. RECOMMENDATION

- 2.1 The Committee is asked to agree the workplan for next 12 months.**

3. BACKGROUND

- 3.1. The new Committee was brought into being to ensure a continued focus on health and safety as LLDC enters a new period of direct construction, increased development on the Park, and the purchase of LS185. The Committee is designed to provide assurance to the Board during this heightened level of activity.
- 3.2. This paper seeks agreement to a focussed workplan over the next 12 months.

Month	Main Activity	HSS Committee focus
March 2020	East Bank Chobham Manor East Wick phase 1 UCL Construction Transport (All on-going) Olympic trials (various)	Construction Health and Safety
April 2020	Olympic trials (various)	
May 2020	North- South Highway "road A" opens Stadium seat moves	
June 2020	MLB Stadium concert Seat moves	Trivandi follow up (out of committee paper)

Month	Main Activity	HSS Committee focus
	Great Get Together	
July 2020	Athletics Stadium – new seats	
August 2020	Football season restarts Concert on Park Ride London	
September 2020	Clarnico Quay opens	Winterisation plans New seats report Site visit East Bank
October 2020	Pudding Mill Lane interim use construction	
November 2020		
December 2020	H14 bridge opens	Stadium – in-housing Construction Transport
January 2021		
February 2021		
March 2021		

4. FINANCIAL IMPLICATIONS

- 4.1. Funding requirements are being progressed through LLDC's annual budget and business plan development.

5. LEGAL IMPLICATIONS

- 5.1. There are no legal implications from the workplan.

6. PRIORITY THEMES

- 6.1. LLDC's priority themes will be considered as the workplan is implemented.

7. APPENDICES

- 7.1. None.

List of Background Papers: None

Report originator(s):	Mark Camley
Telephone:	0203 288 1857
Email:	markcamley@londonlegacy.co.uk

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank