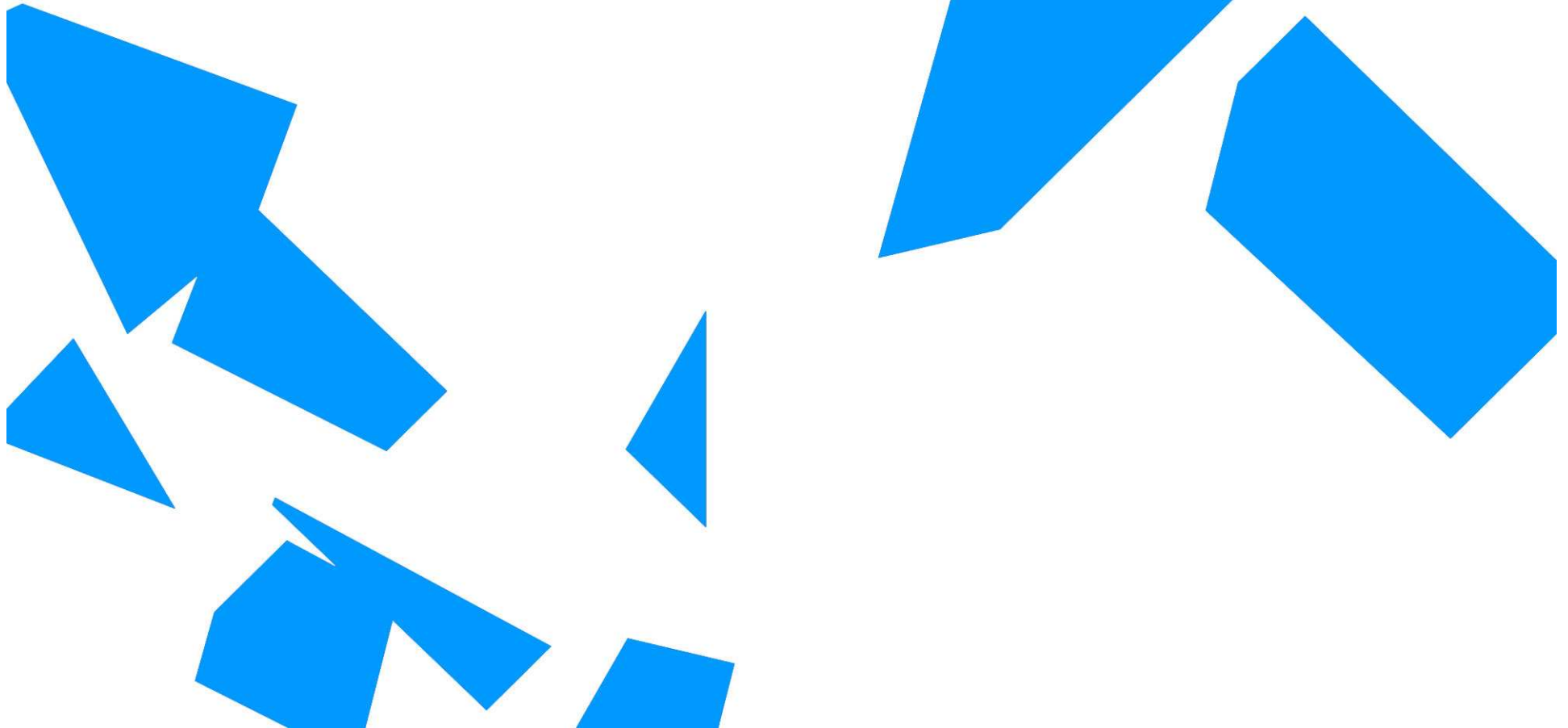




**London 2012  
Introduction to the  
Learning Legacy  
Programme**

**13 July 2011**



# London 2012

- 60 days of sport and culture
- 205 nations competing
- 17,000 athletes and officials
- 7.7 million tickets
- Four billion watching worldwide
- 800,000 daily on public transport

Greatest show on earth!



# Organisations

## **ODA – Olympic Delivery Authority**

Established by Act of Parliament, an arms-length agency to design and build the new venues for London 2012 and create the Olympic Park

## **Delivery Partner**

The programme and project management team contracted to realise the ODA's policies and other requirements

## **Supply Chain**

Some the UK's and the world's leading design teams and construction companies

Safety

# Strategy

The ODA aim was to weave health and safety into every aspect of the programme from specification to assurance

There was a focus on Leadership and Worker Engagement

ODA developed its policies, specifically the HS&E Standard

Delivery Partner implemented arrangements to deliver the standard required, monitored performance and reported

Key Components:

- Leadership
- Partnership Working
- Worker Engagement
- Health
- Communications
- Assurance

## Results

An accident frequency rate (with close to 100% reporting) comparable to the all UK average, not just construction

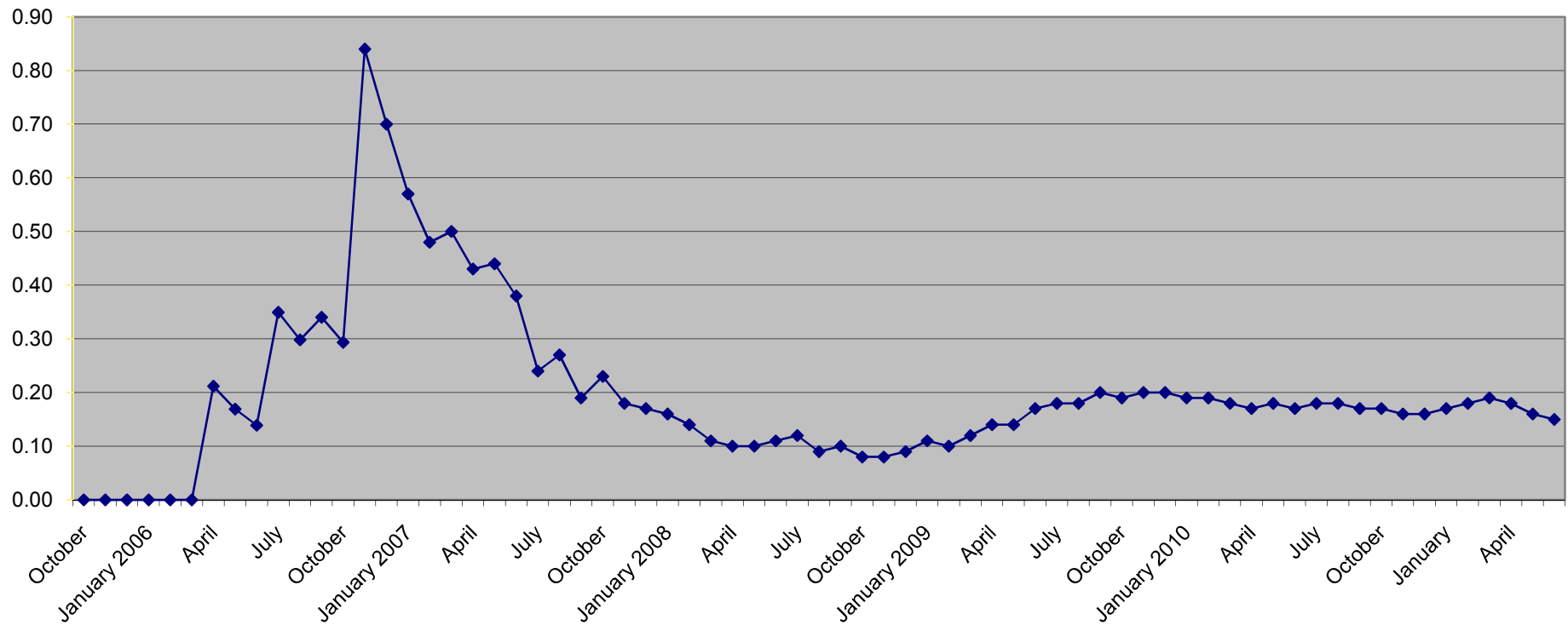
23 periods of a million hours worked without a reportable accident, 4 of 2m hours, 1 of 3m hours

70 near miss reports for every accident

Climate Survey reaching 60% of the workforce  
4 out of 5 said it was the safest and healthiest site

# Accident Frequency Rate (AFR) – Olympic Park October 2005 – June 2011 (AFR <0.17)

AFR since October 2005



Healthy

# Comparable Emphasis on Health

Prevention (occupational hygiene) and clinical service support from on-site health centres

Aim was *health like safety*

– preventing and reducing exposure to risk

Well being campaigns



Be healthy  
You're part of it

### **Eat a nutritious breakfast**

Why not start your day with a bowl of porridge from your canteen?

# ODA Learning Legacy

- Independent evaluations of many aspects of the H&S programme
- Research funded by HSE, IOSH and others
- Collation and dissemination of good practice and lessons learned from the ODA's construction programme for the benefit of industry, clients, government and as a showcase for UK PLC
- Published material:
  - HSE and London 2012 websites
  - Publications

## Mandate

**Public Account Committee Report Conclusion 7 - this flagship programme could provide lessons for other construction projects.**

The Department and the Olympic Delivery Authority should take the lead in identifying the lessons from the preparations for the Games. The Treasury should identify who is best placed to take the lead in making sure the lessons are applied to other public sector projects, including the importance of setting employment and training targets at the outset.

- Research Papers—detailed studies completed with partners
- Case Studies –6-8 pages studies on various learning topics completed with partners
- Micro-reports—1-2 page lessons learned, innovations completed by contractors, designers, engineers, CLM, ODA, etc.
- Lessons Learned - Schedule of project and programme lessons learned for sharing with future projects and programmes
- Champion Products - Collection of templates, tools etc. applicable to other projects and programmes

# Learning legacy



Lessons learned from the London 2012 Games construction project

## Reducing two manual handling risks with one device

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# Research

**Partners include HSE, CIOB, Wellcome Trust, ICE, BRE, Constructing Excellence, Equality and Human Rights Commission, Institute of Education, .....**

Project Governance and Organisation

Procurement

Sustainability

EIES

Design and Engineering Innovation

Information Services

Planning Decisions

Human Factors

Transport

# Health and Safety

**Key Partners:** HSE, IOSH

**Senior HSE Lead:** Louise Brearey

**ODA Lead:** Karen Elson

**Learning Legacy Committee:** Simon Wright

**Research Assistant :** Claire Ramsden

**Steering Group:** Louise (Chair), Richard Ash, Alistair Gibb, Luise Vassie, Lawrence Waterman

**Rapporteur ODA H&S Management System and Approach:**

Phil Bust, Loughborough

# **Health and Safety**

## **Leadership and Worker Engagement**

Funders: HSE

Research Team: IES

## **Occupational Health Programme**

Funders: HSE and ODA

Research Team: IES

## **CDM Duty Holders**

Funders: HSE and ICE

Research Team: Frontline

# **Health and Safety continued**

## **Site Communications and other Initiatives**

Funders: IOSH and HSE

Research Team: Loughborough

## **Supply Chain Management**

Funders: IOSH (Note: larger research project)

Research Team: Cardiff/Oxford Brookes

## **Health and Safety Culture (Climate Tool)**

Funders: HSE

Research Team: HSL

# Health and Safety related

## Catering (inc. Well Being)

Funders: CIEH

Research Team: CIEH and Ros Seal (ODA)

## Pre-Conditioning for Success (Human Factors)

Funders: HSE

Research Team:



# Dissemination

- ODA Learning Legacy website under development linked from London 2012 website, for launch in October 2010.
- Working with industry partners to share lessons learned and develop Olympic website areas. HSE website launched early July.  
(<http://www.hse.gov.uk/aboutus/london-2012-games/index.htm>)
- Showcasing launch event 17 October 2011 at ICE
- 3000 word Summary reports available in Autumn 2011

The screenshot shows the HSE website page for the London 2012 Olympic and Paralympic Games. The page features a navigation bar with links for Home, The legacy, Case studies, People, Resources, News, and FAQs. The main content area includes a headline: "The London 2012 Olympic and Paralympic Games: The health and safety learning legacy". Below this is a sub-headline: "How the Health and Safety Executive is working with others to make the London 2012 Games the safest on record." A quote from Stephen Williams, HSE Director London 2012, is displayed next to his portrait. To the right is a large image of the Olympic Stadium under construction. The page also features a sidebar with sections for "What they say" (quoting John Armitt, Chairman ODA), "Case studies" (preventing falls during off-loading of vehicles and three risks reduced by simple drilling jig), "People" (quoting Lisa Chappell, HMI Inspector of Health and Safety), and "Resources" (helping yourself to free resources like the London 2012 Website, HSE's construction website, Working Well Together, free publications, and HSE discussion forum). At the bottom, there are four buttons: "More about the legacy", "More case studies", "More people", and "More resources".

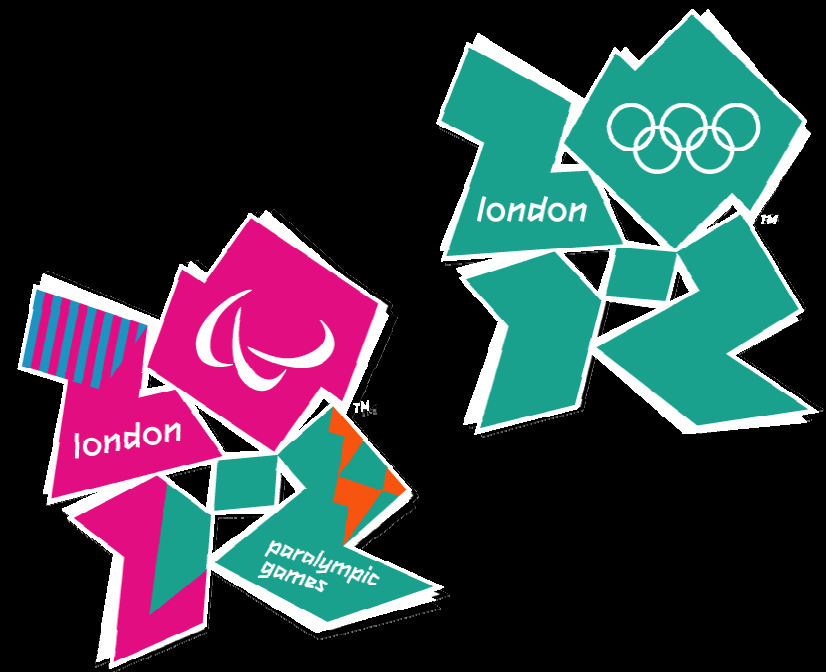
The construction of the venues and infrastructure for the London 2012 Games is funded by the National Lottery through the Olympic Lottery Distributor, the Department for Culture, Media and Sport, Greater London Authority and the London Development Agency.



**MAYOR OF LONDON**



Thank you



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