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HEALTH AND SAFETY EXECUTIVE

The HSE Board

LONDON OLYMPICS 2012

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Issue

1. An initial broad-brush assessment of the implications of the award to London of the Olympic Games in 2012 and proposals for the next stage.

Timing

2. Immediate. Early decisions are required to plan properly for any HSE involvement.

Recommendation

3. The Board is recommended to:
 - establish a project team to oversee management of our involvement;
 - ask that project team for an early and more detailed appraisal and proposal with key objectives, milestones and potential resource implications;
 - consider a more imaginative approach to working with LAs from the outset to avoid ongoing enforcement demarcation issues;
 - consider whether HSE should lead on a regulators' forum to coordinate the panoply of regulatory interests as a tangible contribution to Hampton;
 - write to Ken Livingstone and Tessa Jowell reiterating our support and intended response;
 - adopt the Olympic logo where appropriate in our communications and use it as a broader vehicle for health and safety messages;
 - give an early steer on the issues outlined in this paper.

Background

4. London is the host city for the 2012 Olympic and Paralympic Games. This will involve at its heart transformation of 500 acres of east London into the largest urban park in Europe with nine new, state of the art sporting venues and an Olympic village. While the implications for construction are obvious, there will also be a £20 million investment in public transport and one new rail line. The event itself will see a large influx of

visitors to London and mass attendances at sports arenas and peripheral events. The city will be a focus for the world's media and there will be implications for local businesses, local authorities and other regulators.

5. The Games is part of a vision for the rejuvenation of East London and the Thames Gateway, and will trigger other major planned developments such as major utilities work, a new bridge over the Thames and the redevelopment of Stratford centre. Other activity and development is also likely to be generated.
6. A Bill will be introduced in Parliament to create an Olympic development agency and a body able to let major contracts. Experience with other major projects such as Terminal 5 has shown that our early involvement in influencing the nature of the project and how it is run and managed has been enormously valuable. It has also proved to be effective and efficient in terms of our subsequent down stream involvement.
7. HSE would wish for a safe and successful games and planning to ensure that happens has already started – Construction Division, in particular has been proactive in its approach. Some construction work is underway and HSE has been involved heavily in working with the GLA, LDA, DCMS and a planning group of the four principal local authorities where work will take place. Further meetings are already in train.
8. The Games presents a huge opportunity for us to further refine and demonstrate our role and approach as a modern regulator, and to demonstrate good practice.

Argument

9. To handle a coordinated and managed response, HSE should establish a special project team. Its initial task would be to establish links with all other relevant agencies and to work through in more detail the scope of our role, how it should be managed and the resource implications. That team should report urgently with a more detailed analysis of the health and safety implications, suggested work streams and a proposal for staffing the project team for its duration.
10. To enable the Board to get a feel for the possible implications, Annex 1 sets out an initial first pass assessment of the potential issues divided into a sequence of four possible time frames. The annex also sets out some issues that will run throughout the life of the project.
11. Issues which the Board might wish to turn its mind to immediately include:
 - communications and public relations – negative media coverage already exists on the burden to the games of health and safety, but we may also want to embrace the games as a media opportunity for good health and a safe games;
 - links with other regulators – in addition to planning and building control, there will be issues for the Environment Agency, Food Standards Agency, Environmental Health and Trading Standards, Fire and Sports Safety Licensing and potentially issues of migrant and illegal workers, and temporary accommodation. Should HSE take a leading role in ensuring that the regulators' response is joined up?
 - LAs – should we create a joint enforcement authority with changes to the Enforcing Authority Regulations as appropriate to avoid demarcation and coordination issues from the outset?
 - signalling to the principal actors and especially GLA and DCMS our preparedness to help and the approach we will be taking – there are clear reputation issues at stake;
 - identifying key people within HSE and elsewhere with relative experience who could contribute to the project team;

- any internal communications issues and, in particular, ensuring a joined up and consistent approach across HSE.

Consultation

12. None at this stage - this is an issues paper.

Presentation

13. We should consider in particular the place of the Olympic branding within our own communications.

Costs and Benefits

14. Not defined at this stage.

Financial/Resource Implications for HSE

15. This will be part of the next step but there will be clear pressure on Construction, HMRI and FOD London, and potential issues for HID with existing and new temporary COMAH sites.

Environmental Implications

16. The London Games are committed to being sustainable and waste free.

Other Implications

17. There may be implications for building expertise in areas such as crowd dynamics and control.

Action

18. The Board to establish a project manager and agree to the establishment of a project team with early attachments or restructuring as appropriate.

Annex 1

First pass assessment of the implications for HSE of the London Olympics

Stage 1 – Planning and design

- engagement with client, commitment to a health and safety leadership role;
- designing in safety for construction and subsequent use;
- demolition and clearing of existing site;
- relocation of some existing industrial and business units;
- removing possible contamination;
- major hazards issues including proximity of COMAH sites;
- new transport links and nodes;
- crowd dynamics and control;
- links with wider events in London to support the Games e.g. carnivals, festivals, concerts, fairgrounds etc.
- transport of goods, materials and waste;
- power and other utilities;
- security.

Stage 2 - Build

- a large influx of construction workers, contractors, temporary accommodation etc.
- a lead on construction learning from our approach to Channel Tunnel, Jubilee Line, Channel Tunnel Rail Link etc.
- issues of absolute deadlines;
- migrant and illegal workers, and gangmasters;
- local and on-site fabrication;
- transportation of goods and services;
- availability of sufficient skills, experience, expertise and equipment including the implications for projects in other parts of the country.

Stage 3 – Operation

- enforcement demarcation with LAs;
- stadium licensing and fire;
- fireworks and pyrotechnics;
- fairgrounds and other attractions;
- mobile catering and other vendors;
- crowd management and transportation of people;
- volunteers and other staff;
- working time;
- cleaning and maintenance;
- waste management and disposal;
- HSE staff involvement and cover.

Stage 4 – Closure

- arrangements for long-term use;
- dismantling, removal and reuse of certain facilities.

Issues throughout

- reputation management, communications and public relations;
- liaison with other regulators, agencies and LAs;
- HSE representation on other working groups and forums;
- staffing and resourcing of an HSE team with continuity over 7 years;
- implications for other work;
- Ministerial and Commission involvement;
- the volume of official correspondence and inquiries generated;
- FOI;
- civil contingencies
- consistency and coordination within HSE (not all facilities are located in the London Region).

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