



**BANG**

*Steve Yates FBCI*

*BANG Chair*

*"A Night at the Olympics"*

*28<sup>th</sup> January 2013*

# The Challenge



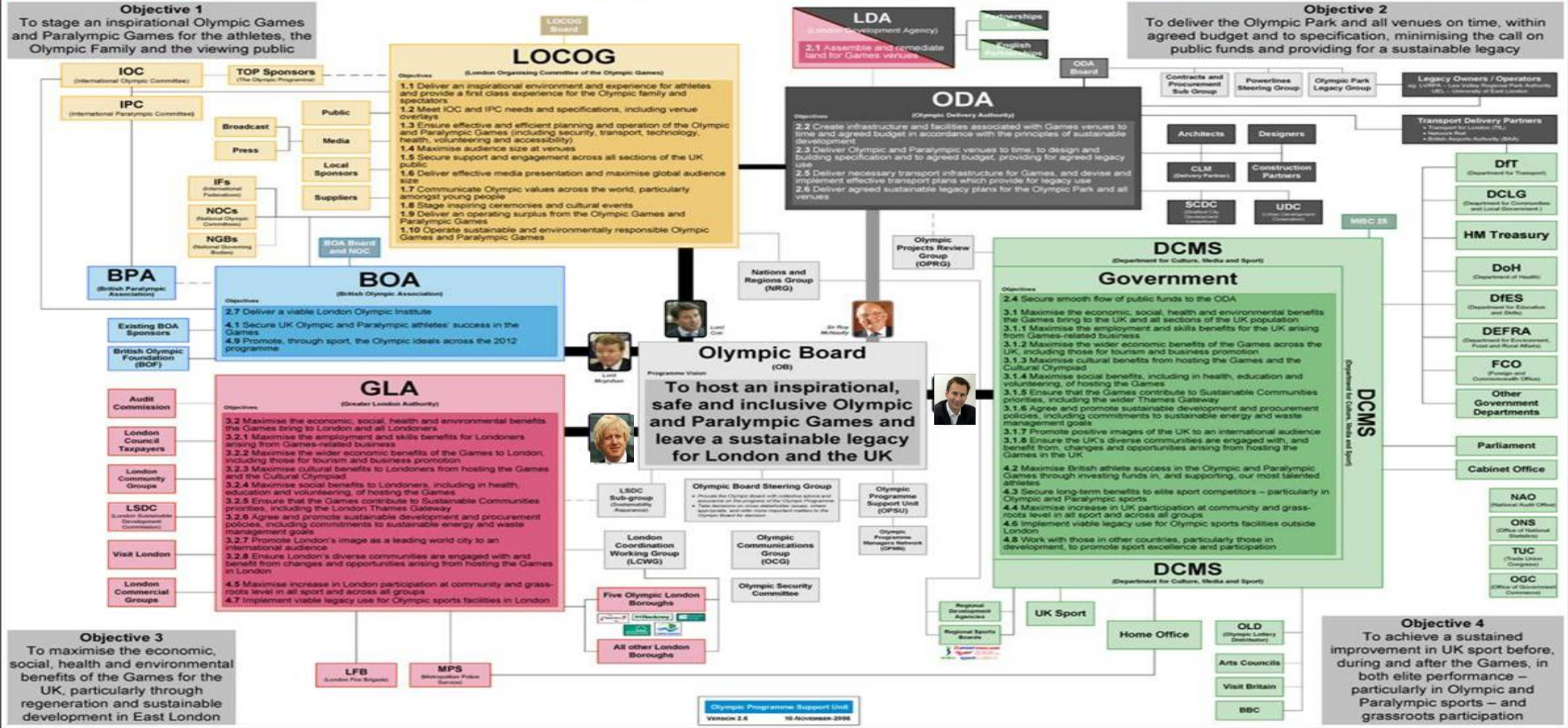
# The Programme

- **Six Phases:**
  - Planning/Applications
  - Demolish, Dig & Design
  - Big Build (Secure by Design)  
(up to 27<sup>th</sup> July 2011)
  - Test Events  
(from 14<sup>th</sup> Aug 2011 to May 2012)
  - Olympic and Paralympic Games  
(from 27<sup>th</sup> Jul to 9<sup>th</sup> September 2012)
  - Hand-over to Legacy Co  
(post Games & until Mar 2014)



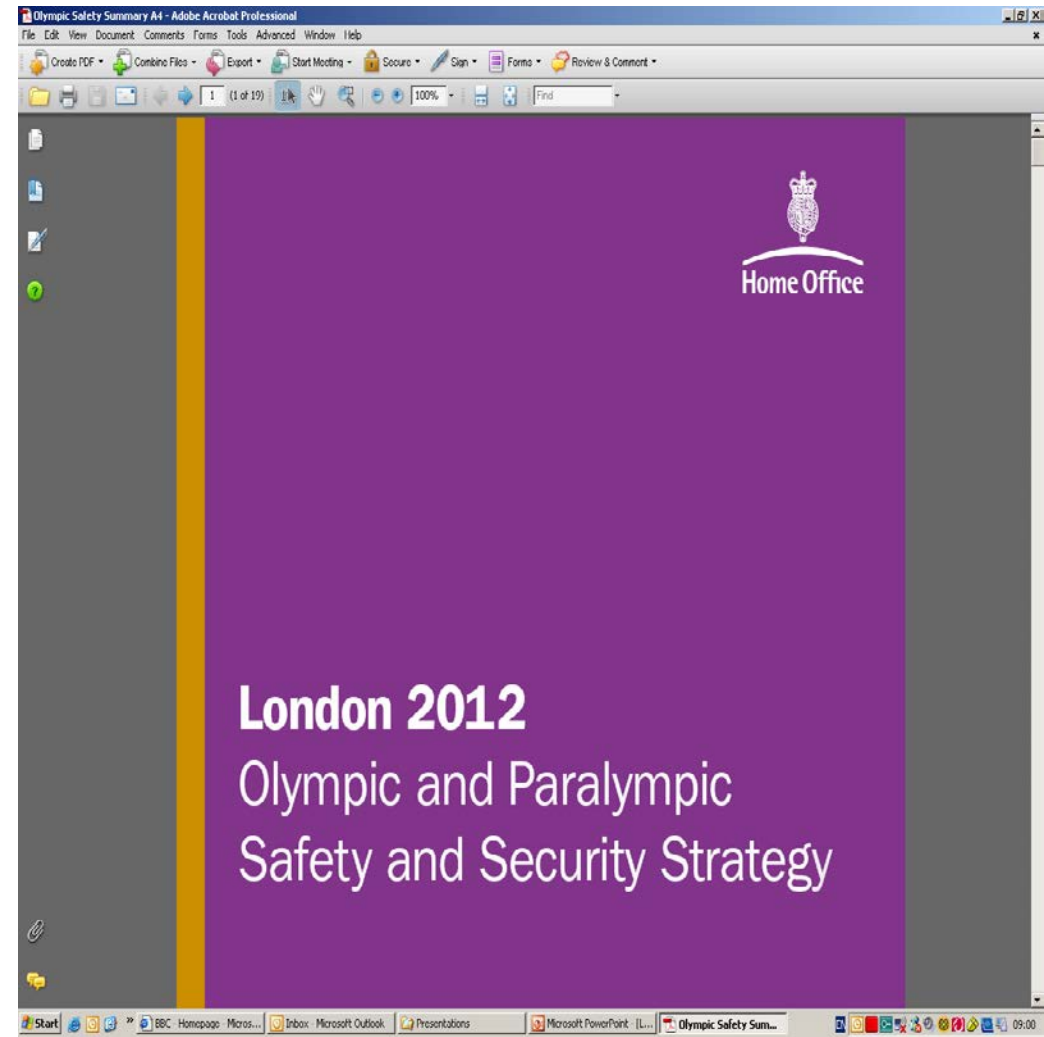
# The Players

## Olympic Games and Paralympic Games Objectives and Organisation Map



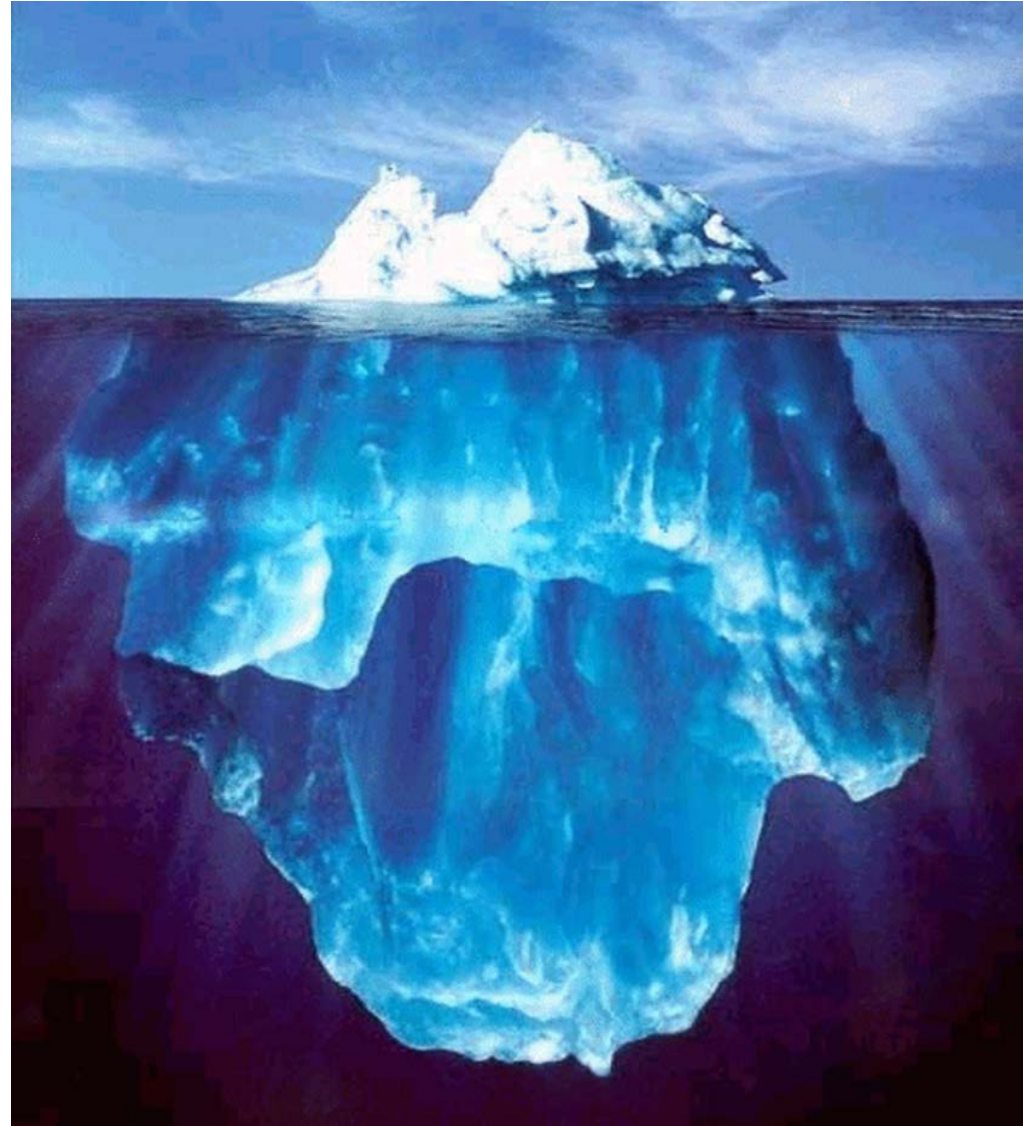
# The Risk

- <http://webarchive.nationalarchives.gov.uk/20100418065544/http://security.homeoffice.gov.uk/news-publications/publication-search/olympic-security/olympic-strategy?view=Standard&pubID=689909>
- Planning Assumptions (post 7x7)
  - Defines the **Games Time period** as the 64 days from opening of the Athletes Village on **15<sup>th</sup> July to its close on 16<sup>th</sup> September**, plus the Torch Relay period;
  - Security planning for the Games will be based upon an assumed terrorist threat level of **SEVERE**
- Safety & Security Programme
  - Protect
  - **Prepare**
  - Identify and Disrupt
  - **Command, Control, Plan and Resource**
  - Engage



# The Risk Mitigation

- The National Security Strategy for the UK (Government);
- National Risk Register (NRA);
- Strategic Framework & Policy Statement on Improving the Resilience of Critical Infrastructure to Disruption from Natural Hazards;
- Olympic Resilience Planning Assumptions (ORPA);
- Olympic Safety & Security Strategic Risk Assessment (OSSSRA);
- Strategic Threat Assessment (STA);
- Strategic Risk Assessment (SRA);
- High Impact – Low Probability (Worst Case)



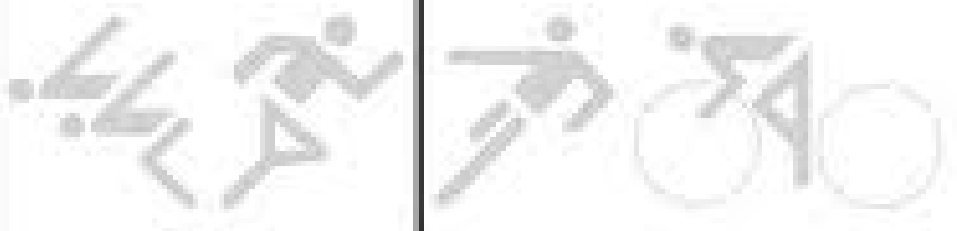
## The Plot

- **France Le Mans Race 1955**
- Mexico City Summer Olympics 1968
- Scotland Glasgow Ibrox 1971
- **Germany Munich Summer Olympics 1972**
- Canada Montreal Summer Olympics 1976
- Belgium Heysel Stadium 1985
- Germany Ramstein Airshow 1988
- **England Hillsborough Stadium 1989**
- Saudi Arabia Mecca 1990
- **USA Atlanta Summer Olympics 1996**
- USA Salt Lake City Winter Olympics 2002
- Ukraine Sknyliv Airshow 2002
- Germany Duisburg Concert 2010
- **Canada Vancouver Winter Olympics 2010**

**MUNICH**  
OLYMPIC DESIGN



1972



# The Big Picture

- Stakeholder & Customer Relations;
- Safety & Security
- Health & Safety Management;
- Asset Protection & Maintenance;
- Asset & Utilities Management;
- IT & Communications;
- Logistics;
- Risk & Contingency;





# The Business Messages



# The Pre-Games Role

<b>1. Loss of IT</b>
<b>2. Loss of Access to Site</b>
<b>3. Loss of People &amp; Key Skills (e.g. Pandemic)</b>
<b>4. Industrial Action</b>
<b>5. Accident</b>
<b>6. Sabotage</b>
<b>7. Criminal Damage/Theft</b>
<b>8. Unlawful or Lawful Protest</b>

<b>9. Fuel Supply Disruption</b>
<b>10. Transportation Disruption</b>
<b>11. Terrorist and/or Ordnance</b>
<b>12. Environmental Incident</b>
<b>13. Failure of essential Services</b>
<b>14. Extreme Weather &amp; Events</b>
<b>15. Damage to Brand, Image &amp; Reputation</b>

# The 7 "P" Approach

- Stakeholder Exercises
- Multi-Agency Exercises
- CMG, Gold, Silver & Bronze
- Staff Incident Information Line
- Staff Emergency Messaging Tests
- Work Area Recovery (WAR) Tests
- Information Technology DR Tests
- Various Park Venue Handover Events
- Test Events and Games Time

## Olympic Delivery Authority



Working together for a safer London



# The Games Role

- Command, Control & Communications (C3)
- Support from Executive Management & Operational Heads
- Trained Staff with “live” Resources
- Core Elements;
  - Operational Authority
  - “Battle Rhythm” & Information Flows
  - Principles of Operation
  - State of Readiness
  - Resources



# The Performance



## The Learning Points – “That wasn’t Chicken”

1. Engage with Executive Management and always expect the “Unexpected”;
2. Engage with Stakeholders and your Supply Chain and review the ability to absorb strain and preserve operational functionality;
3. Review how quickly the Organisation wishes to recover from untoward events against the ability to prioritise recovery and “bounce back”;
4. Review your performance evaluation from tests & exercises and real events against plans;
5. Establish “Operational Resilience”;



## Summary

1. Understand the risk appetite that is acceptable to your Executive Management;
2. Understand the direction of organisation (short and long term);
3. Understand boundaries of control (e.g. outsourced operations, supply chain, etc.);
4. Establish process & procedures to manage "business as unusual";
5. Deliver a proportionate amount of Resilience measures to meet the Stakeholder "Risk" appetite (plus a bit more), adopting ISO22301, and;
6. Deliver a message to "Stakeholders" that you are able to support:

**"Confident but not Complacent"**

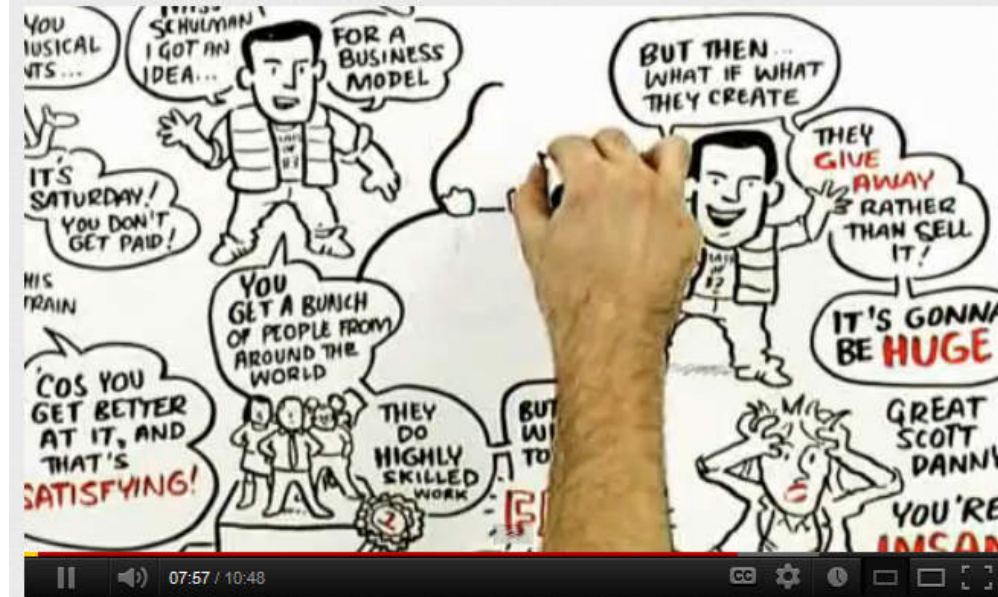
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# Questions

