

Agenda

THE 2012 GAMES - IS BUCKINGHAMSHIRE READY? TASK & FINISH REVIEW

Date: Monday 5 September 2011

Time: 10.30 am

Venue: Large Dining Room, Judges Lodgings,
Aylesbury

10.00am Pre-Meeting discussion

This session is for members of the committee only. It is to allow discussion of matters such as what line of questioning should be pursued and by whom, which areas of discussion should be covered, and what members wish to achieve from the meeting.

Agenda Item	Time	Page No
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1		APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP
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2		DECLARATIONS OF INTEREST To declare any personal or prejudicial interests.
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3	10.35am	THE 2012 GAMES AND BUCKINGHAMSHIRE Purpose
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Members will receive an overview of Buckinghamshire County Council's work on the 2012 Games, including the impact of the Games on the county and the County Council's responsibilities and work with partners. A presentation will be provided, after which members will have the opportunity to ask questions.

Contributors

- Neil Gibson, Strategic Director, Communities and Built Environment, Buckinghamshire County Council
- Ian Barham, Buckinghamshire Manager for the 2012 Games (role funded by a partnership including BCC, the 4 District Councils, Bucks Sport and a number of commercial partners within the county).



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Contributors

- Peter Hardy, Cabinet Member for Planning and Transportation
- Sean Rooney, Compliance Manager, Transport for Buckinghamshire
- Murray Smith, Venue Transport Manager, London Organising Committee for the Olympic and Paralympic Games (LOCOG)

Papers

Summary paper

8 DATE OF NEXT MEETING

Tuesday 6th September at 10.30am at Dorney Rowing Lake

If you would like to attend a meeting, but need extra help to do so, for example because of a disability, please contact us as early as possible, so that we can try to put the right support in place.

*For further information please contact: Kelly Sutherland on 01296 383602
Fax No 01296 382538, email: ksutherland@buckscc.gov.uk*

Members

Mrs L Clarke
Mr D Dhillon
Lin Hazell
Mr N Hussain (C)

Mrs B Jennings
Mr B Roberts
Mr D Shakespeare OBE

Report to Task and Finish Review on The 2012 Games – Is Buckinghamshire Ready?

Title:	Buckinghamshire's Role in the Delivery of the London 2012 Games
Date:	11 th August 2011
Author:	Ian Barham
Contact officer:	Ian Barham 01296 585184 / 0784 3311837

Background

1 Venue & Timescales

Buckinghamshire is a host county for the London 2012 Olympic & Paralympic Games. The Rowing, Sprint-Canoeing and Adaptive Rowing competitions will be taking place at the Eton College Rowing Centre at Dorney Lake (Eton Dorney) between July 28th-11th August for the Olympic Games and August 31st-September 2nd for the Paralympic Games.

The Eton Dorney venue is located in the South Bucks District of Buckinghamshire but is closely bounded by the neighbouring authorities of Royal Borough of Windsor & Maidenhead and Slough Borough who are both working closely with the Bucks authorities in preparing for the Games.

The Olympic Rowing Competition will be taking place in the first week of the Olympic Games between July 28th and August 5th and will be watched by up to 30,000 spectators each day. The Olympic Canoe-Sprint competitions will be taking place between 6th August and 11th August and will be watched by up to 20,000 spectators. For the Olympic Games competitions spectators will be using up to 5 Park and Ride sites taking spectators to a central transport hub at Windsor Racecourse where they will access the venue via a temporary bridge spanning the River Thames. A second smaller spectator entrance for local residents and for walkers and cyclists will be available to the north of the venue but will not be nationally advertised.

For the Paralympic Adaptive Rowing Competition it is expected that spectator numbers will be in the region of 10,000 and will access the venue via the northern entrance with a main transport hub being adjacent to the main venue entrance in Dorney in an area known locally as "Big Meadow".



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A transport map of the Eton Dorney area is attached as appendix 1 to this report.

The majority of Olympic & Paralympic athletes competing at Eton Dorney will be staying the Royal Holloway College at Egham in Surrey and will use the Olympic Route Network to access the venue on a daily basis. All members of the Olympic Family including the athletes and accredited officials will access the venue via the main entrance in Dorney.

For all days of competition, the sporting schedule will commence at 9.30a.m. and will continue up to 2p.m., LOCOG (The London Organising Committee for the London 2012 Games) intended to provide a range of spectator services after the finish of sporting competition to ease spectator egress.

LOCOG have defined the London 2012 Games Time Period as running between May 18th 2012 which marks the start of the Olympic Torch Relay until September 9th 2012 which is the Closing Ceremony of the Paralympic Games.

It is expected that Buckinghamshire will feature as part of the Olympic Torch Relay as part of its 70 day tour of the UK and as part of the Paralympic Torch Relay which will run for 6 days ahead of the Paralympic Games in August 2012.

2 Host Authority Commitments & Responsibilities

As host authority, Buckinghamshire County Council have given a commitment to both Central Government and LOCOG (the London Organising Committee for the London 2012 Olympic & Paralympic Games) to support the safe, secure and successful games. This commitment is being delivered primarily through the work of the Nationwide Operations and Safety Advisory Groups for the Eton Dorney Venue.

a Nationwide Operations

The Nationwide Operations Group which is responsible for the delivery of local services outside of the venue perimeter is Chaired by Ian Barham, the Buckinghamshire London 2012 Manager. The group includes representation from officers from Bucks CC, South Bucks DC, Royal Borough of Windsor & Maidenhead and Slough BC as well as representatives from Thames Valley Police and other Blue Light Services, the South East Healthcare Trust, the Environment Agency, Windsor Racecourse as well as key representatives from the LOCOG Venue and Transport Teams, the South East Partnership for the London 2012 Games and from the Government Olympic Executive who operate out of the Department of Culture Media & Sport.

The Terms of Reference for the Eton Dorney Nationwide Operations Group were agreed in January 2010 and are listed below:-

Objective

To support LOCOG in hosting inspirational, safe and inclusive Olympic and Paralympic Competitions at the Eton Dorney competition venue, leaving a sustainable legacy for both the UK and local communities .

Aims

- Ensure everyone visiting, living and working in the locality of Eton Dorney, is safe, well informed and given the opportunity to get involved
- Showcase the Eton Dorney area as an outstanding place to visit, learn and to do business
- Develop a safe, efficient and mutually supportive approach to operational delivery
- Keep the Eton Dorney area working and moving during the Games
- To provide a forum to identify and highlight to LOCOG and the Government Olympic Executive resource or financial implications associated with the delivery of the above
- To provide a forum for key regional partners on games time activities.

Guiding Principles

- Ensure operational readiness at Games-time
- Build on existing expertise, working practices and working relationships & strengthen links between all local authorities covering the Eton Dorney locality
- Provide consistency with local and regional objectives & provide forum to learn from other host venues and authorities
- Seek to identify and realise any legacy opportunities from Games time operational solutions where appropriate

Programme Scope

Business or Public Services

- Resilience and continuity planning
- Waste management and street cleaning
- Licensing – alcohol/entertainment etc
- 2012 Advertising and Street Trading regs
- Planning/permissions (including mgmt of construction/utility works that may affect road/pedestrian access on key routes)
- Health & Safety (e.g. food safety)

Visitor Experience and events

- Street dressing or 'Look'
- Host area volunteer scheme
- Accessibility
- Information
- Non-Accredited Media services
- Co-ordination of event programming
- Cultural Olympiad
- Live Sites

Games Operations

- Command & control structures
- Data planning/modelling
- Integrated testing
- VIP/protocol management
- Games time contingency and continuity planning

The Nationwide Operations Group are supported by a series of sub-groups covering transportation, communications, environmental services, resilience and visitor services issues. An organogram showing the network of these groups is attached as Appendix 2.

The chair of the Nationwide Operations Group meets regularly with the Government Olympic Executive and the Chairs of the other non-London host venues to support this operational planning.

b Safety Advisory Group

The Eton Dorney Safety Advisory Group (SAG), which is Chaired by Andy Fyfe the Bucks County Council Resilience Manager, supports the LOCOG Venue Manager in the delivery of the on-site spectator and athlete safety management preparations under Section 10 of the Safety at Sports Ground (1975) Act.

The SAG will focus on the geographic area of:

- the curtilage of the Dorney Lake venue including the canoe training area on the River Thames and the area of the PSAs over the River Thames and into the venue proper,
- the Windsor race course transport hub, and
- the “Big Meadow” transport hub.

3 Buckinghamshire London 2012 Legacy Programme

Buckinghamshire London 2012 Partnership

The cross authority Buckinghamshire London 2012 Partnership has been established since February 2006 under the Chairmanship of local business leader and Olympic Gold Medallist Adrian Moorhouse and since 2008 under the management of Ian Barham.

Working towards an agreed legacy plan covering business, social and sporting ambitions the Partnership have achieved many notable successes including the awarding of significant business contracts to Buckinghamshire based companies, the attraction of a growing number of international competitors to train and prepare within our county and multi million pound investment into access and transport infrastructure. In addition the partnership has developed and supported a wide range of Inspire Mark winning sports participation, education and volunteering legacy projects. With the exception of the community celebrations assessment, the work of this Partnership and the wider legacy programme for Buckinghamshire is outside of the scope of this review.

4 Summary

This review will help ensure that Buckinghamshire County Council delivers its host authority commitments, is active participants in the Nationwide Operations & Safety Advisory processes and is allocating sufficient resources to deliver these commitments.

5 Resource implications

Since 2008 Buckinghamshire County Council has contributed £20k per annum to the work of the Buckinghamshire London 2012 Partnership. This funding has been used to support the salary costs of the Buckinghamshire Manager for the London 2012 Games. This role is also supported by the 4 district councils, the Bucks & Milton Keynes County Sport Partnership and Adrian Moorhouse’s company Lane 4.

More recently, additional funding has been secured from Bucks Business First to support a London 2012 Business Engagement programme and from the Olympic Delivery Authority for a Community Transport Engagement Officer for the Eton Dorney area.

Operational Funding has been provided by the Olympic Delivery Authority (ODA), The London Organising Committee for the London 2012 Games (LOCOG), and the Government Olympic Executive (GOE) to cover the additional operational costs associated with the Transportation, Trading Standards and Look Elements of the Nationwide Operations Programme.

A number of Bucks County Council Services including Resilience, Transportation, Trading Standards and Communications are also further supporting the Nationwide Operations programme through existing staffing resources.

6 Next Steps

The Nationwide Operations group have established a critical time plan for Games Time operations.

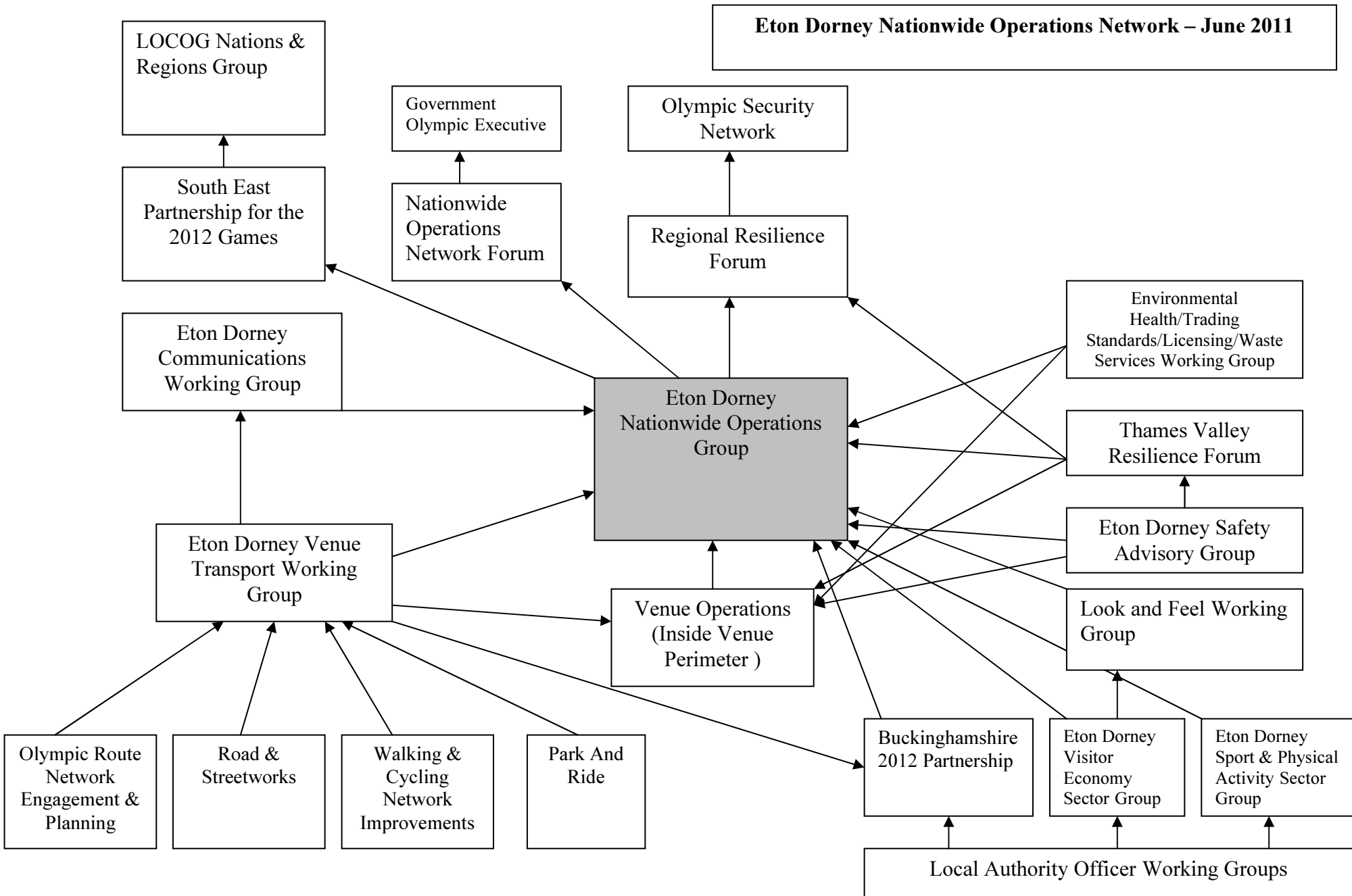
The Key dates within this programme are:-

2011

Sept	Eton Dorney Bridge Crossing Works Commence
September 1-4	Canoe Sprint Test Event
Sept 21-23	Emergency Planning Command Post Exercise
Oct	Perimeter Fencing & Overlay Construction Commences
Oct 31	Look Items Order Placed
November	Emergency Planning Command Post Exercise
December	Transport Engagement Programme Concluded

2012

March	Perimeter Fencing & Temporary Overlay Complete
May	Look Items Installed
May 18th	Olympic Torch Relay Commences
June	Eton Dorney Venue Closes to Public Access
June 16 th	Royal Holloway College Opens for Athlete Access
July 27 th	Olympic Games Opening Ceremony
July 28 th	Olympic Rowing Competition Commences at Eton Dorney
Aug 24 th	Paralympic Torch Relay Commences
August 29 th	Paralympic Opening Ceremony
August 31 st	Paralympic Rowing Commences at Eton Dorney
Sept 9 th	Paralympic Closing Ceremony
Sept	Perimeter Fencing & Temporary Overlay Removal Commences



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Report to Task and Finish Review on The 2012 Games – Is Buckinghamshire Ready?

Title:	Trading Standards Response to 2012 Games
Date:	12 August 2011
Author:	Terry Carter
Contact officer:	Terry Carter 01296 383934

***** This template should be used to provide the key information for members. Detailed information may be provided in appendices but must be referenced and set in context in the main report. *****

Background

1. The Trading Standards service has a statutory duty to enforce a variety of legislation much of which has some relevance in relation to the increased commercial activities associated with major national events such as the Olympics and particularly when part of the event occurs in Buckinghamshire.
2. The main concern in relation to the Eton Dorney event is the protection of trademarks and combating counterfeiting and associated breaches of legislation such as the Trade Marks Act 1994. In addition to generic legislation of this type there is additional legislation protecting marks specifically associated with the Olympic Games and further legislation associated with each Games site for the 2012 Games.
3. The financial viability of the Games relies on sponsorship. The commercial interests of sponsors in part rely on the protection of their market through brand protection. The Olympic organisers have stated 'The London 2012 brand is our most valuable asset and we must protect its value to ensure we can fund the staging of the Games in 2012'. The reputation of the 2012 Games therefore relies on the country's ability to provide brand protection for the commercial interests of the Games sponsors and the Olympic organisation.



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Summary

The main issues for Trading Standards are:-

'Anti-Counterfeiting'

4. Providing protection from breaches of the legislation for the relevant parties as follows :-
5. Protection from counterfeiting for sponsors having the legal right to use their brand in association with the protected 2012 Olympic names, symbols and marks e.g. a counterfeit Adidas (a sponsor) T shirt with a 2012 symbol.
6. Protection of the Olympic organisation and of sponsors' commercial interests from the misuse by others of the 2012 Olympic names, symbols and marks, including such misuse whether deliberate or inadvertent by otherwise legitimate businesses and enterprises e.g. A non branded or a non sponsor branded T shirt with a 2012 symbol.
7. Protection from 'ambush' marketing. Ambush marketing includes a non sponsor business carrying out promotional activity in the event 'zone', usually with the intention of it being caught by the world's media. Legislation restricts marketing activities in the zone to sponsors e.g. a non sponsor drinks company arranging for 100 spectators in the stands to be dressed in T shirts bearing their name.
8. Maintain a level of general protection from counterfeiting activities for any trademark holder who may legally promote and sell their products during the 2012 Games whether a sponsor or not e.g. the counterfeiting of any branded goods.

Other enforcement activities

9. Ticket Touting – the illegal resale of genuine Olympic tickets, at the event or beforehand.
10. Olympic Scams – ticket sale frauds, travel and accommodation frauds etc.
11. Food Standards – Trading Standards has a role in ensuring the quality of food. Major event such as Eton Dorney will create an additional market for existing businesses and for other businesses such as caterers to operate in and around the area for the duration of the event.
12. Much of the 'other enforcement activities' will occur in the period from now until the games themselves and are irrespective of Buckinghamshire being a host authority. In many respects this is representative of the normal day to day work of the service, although enhanced due to the staging of the Olympics in the UK. During the events these other enforcement activities can be carried out alongside the anti-counterfeiting operations.

Other Locations, Events and the period in the run up to the Games

13. In addition to activities at Eton Dorney and in general in the run up to the games some operational activity will be considered for:-

The torch relays through Buckinghamshire

Parallel and associated events (official and unofficial)

The Importance of Protecting the Olympic Brand

14. The 2012 Olympic Games are said to be worth up to £8bn to the UK economy. The target for sponsorship is valued at £2bn without which the Games would either not be possible or would not be possible unless paid for by the host nation. In bidding for the Games the UK undertook to protect the image and reputation of the Olympics and the Olympic organisation and the commercial interests of the sponsors and legitimate businesses associated with the Games.
15. The reputation of Buckinghamshire and other host authorities depends on our ability to provide the protections required for the Olympic movement, its partners and sponsors and the thousands of spectators that will attend the Games and the billions that watch across the world. A major ambush marketing success will go down in history as was the case of the Bavaria beer ambush at the World Cup 2010 in South Africa.

Operational Activity

16. By far the most significant element of additional work is that required at the 20 days of games at Eton Dorney and the most significant aspect of this is the anti-counterfeiting operation.
17. Buckinghamshire's Trading Standards service has significant experience in anti counterfeiting work including experience at large events such as the British Grand Prix at Silverstone, which on a day by day basis is a much larger event than Eton Dorney.
18. At present any intelligence regarding the likely level of counterfeiting at the event is at best sketchy. However experience has shown that any large event such as this with large crowd sizes and repeated over 20 days will attract a criminal element of counterfeiters. The question is how large will this problem when simultaneous and often larger events will be occurring across London and the South of England.
19. We are presently planning to devote sufficient resources throughout the event days and particularly on medal winning event days to ensure we can combat any reasonably anticipated level of counterfeiting activity.
20. Regarding ambush marketing, the prohibition 'event zone' at Eton Dorney is quite restricted compared to that of the London events. It is shown on the map (see appendix 1) and encompasses the lake, surrounding grounds, spectator stands and a number of fields north of the lake, the river Thames alongside the event arena and Royal Windsor Racecourse in the Royal Borough of Windsor and Maidenhead.
21. We have been asked by the Olympic Delivery Authority (ODA) to contribute an officer to a team targeting ambush marketing in the zone, funded by the ODA and supported by Games officials. The officer will be in addition to that which we will provide for general anti-counterfeiting activity. In principle we have agreed to provide this resource subject to negotiations on the detail.
22. Regarding ticket touting, the police have been targeting ticket touting gangs in preparation for the Olympics and had indicated that this would be their territory during the event. However more recent indications are that they will not be able to devote resources to this at the events and that it will fall to Trading Standards. It is an area of work where we will have to develop our approach over the coming year. However as with anti-counterfeiting activities there does come a point where Trading Standards are unable to act without police support e.g. breach of the peace and threats of harm etc. In general with regard to the Olympics, police support to Trading Standards has been

assured subject of course to other operational demands. At a local level liaison has and will continue to take place with Thames Valley Police.

23. We are working in partnership with both the Royal Borough of Windsor and Maidenhead as the co-host Trading Standards service and Slough Borough Trading Standards who will have a significant role to play along the transport routes and hubs. We are also involved in a wider regulatory services planning and coordination group with those authorities and South Bucks District Council. Along with other service areas we maintain an issues log as part of that group (the content of which is reflected in this paper).
24. Consideration is being given to cross border and cross authority authorisation to enable officers from one service to act and respond in assistance to others. A national review of Trading Standards officer powers and authorisations (not Olympic Games related) is considering whether officers should be authorised across all of England and Wales and this may be acted upon before the Olympics. Officers already have limited authorisation and powers to act outside their local authority area.
25. We also have contact with other Trading Standards Services across the South East should additional resources be required, although this is not anticipated at present.
26. The ODA has taken the step with regard to the London event sites of inviting Trading Standards services across London, the South East and East of England to provide staff to supplement those being made available by the London Boroughs where events are taking place. A similar move could be made in relation to the out of London sites including Eton Dorney. However I do not anticipate that this will be necessary.
27. We plan to provide officers involved with any additional or refresher training as may be required and to carry out site familiarisation before the event. The ODA will provide training for the officers operating inside the zone.
28. Logistical support is also under consideration such as vehicles, means of travel on site during the event, interview facilities for defendants, secure storage for seized goods etc.
29. Normally during events such as this Trading Standards are supported by brand owners and brand protection agencies to assist with identification of counterfeit products, answer issues around parallel and grey imports and their status and provide some logistics. Whilst we would expect this during the Games we are conscious that they will be in demand from all event sites.

Resource Implications

30. As indicated above the current plan is to provide an operational capacity at all event days of both the Olympic Games and the Paralympic Games.
31. The resource implications for the operations at the Games for both anti-counterfeiting and other activities are estimated to be £20,000 - £25,000 or equivalent to approximately 100 officer days which represents approximately 2.5% of the services annual operational resources.
32. There is the potential for additional resources to be required to carry out follow up investigations where counterfeiting is detected and full criminal investigations are launched.
33. At present there does not appear to be any external funding available to meet this pressure.

34. The commitment of this resource over 20 days for the Service is a significant concentration of resources in a short period of time. Staff have been told not to expect to be able to take leave during the Games period and other significant operational activities are not to be planned for that period.
35. One of the issues with Eton Dorney is that travel times are a significant element relative to the operational time and it is not certain how this might translate into the need for additional shifts of officers on some event days.
36. The funding from the ODA for an officer to operate within the zone, whilst still subject to negotiation, may not fully compensate for the cost.
37. We would estimate that by the time of the event approximately 50 hours of Trading Standards officer time will have been spent in meetings, briefings and preparing various reports (excluding training).
38. Responding to Olympic associated enforcement issues during the year in the run up to the events will form part of the normal day to day work of the Service.
39. If the pressure is met from within existing Trading Standards resources it will mean that a wide range of Trading Standards activities will be reduced by an equivalent level of resource (Salami Slicing) e.g. fewer residents will be provided with help and assistance with consumer issues, fewer rogue traders may be tackled or if so less robustly, fewer unfair trading practices will be addressed.

Next Steps

40. The resource pressure will feature in the next round of the Medium Term Planning process and it is currently intended that the cost of this commitment will be met from within Trading Standards or the wider Localities and Safer Communities service group.
41. Were this a 'normal' major entertainment event Trading Standards operational detail would not usually be finalised until the period of 3 months before the event. Our detailed planning must follow that of others e.g. transportation, site logistics etc.
42. Over the coming months as more ODA attention with respect to Trading Standards activity is focused outside of London we will establish with more confidence the level of anti-counterfeiting work required in relation to the whole Eton Dorney event, including the transport routes and hubs.
43. The risks to the project are mitigated by the Trading Standards network of authorities directly associated with Eton Dorney, the wider Trading Standards South East network and the ODA's commitment to bring in resources from a wider area if required for policing the zone.
44. At this stage we would consider the status of Trading Standards planning for the Olympics to be Green.

Report to Task and Finish Review on The 2012 Games – Is Buckinghamshire Ready?

Title:	Business Continuity Management for the 2012 Olympic / Paralympic Games
Date:	15 th August 2011
Author:	Andrew Fyfe, Resilience Manager
Contact officer:	Andrew Fyfe, ext 2937

Background

1. Background details of the 2012 Olympic / Paralympic Games are included in the Evidence paper for Emergency Management.
2. The County Council has a Business Continuity Management (BCM) Policy, version 3 – revised and approved by Cabinet Member in August 2010. This is included at Appendix 1. There is a BCM Programme, version 3 – revised and approved by COMT in November 2010. There is a corporate Business Continuity Plan (BCP), dated to June 2009 (currently due for revision). The latter documents support the policy and are available if required.
3. The BCM Policy sets out the strategic framework and intent; the Programme sets out the method of how BCM planning will be undertaken and the Corporate BCP is the overarching corporate framework plan within which the Services / Teams will fit their own Service BCPs.
4. Heads of Services are responsible for their Service BCM arrangements.
5. The Resilience Team maintain the corporate documentation and provide subject matter expertise to the Services / Teams.
6. The Audit and Regulatory Committee recently requested that the Chief Executive report back to the Committee in October 2011 that all Services have BCPs in place.



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Summary

What responsibilities does BCC have in relation to Business Continuity Management during the Games?

7. The primary legislation with regards to Business Continuity Management is the Civil Contingencies Act (2004) (CCA).
 - a. This requires the County Council (and District Councils, Emergency Services, etc – all “Category One Responders”) to be able to continue their critical activities – even in the event of an emergency, so far as is reasonably practicable. Regulations clarify this as being “critical” activities. This refers to Business Continuity Plans (BCPs).
 - b. In essence, the Authority must be able to, concurrently:
 - i. Continue to be able to respond to an emergency in the community.
 - ii. Continue to be able to perform critical activities in support of their routine business.
 - c. Where a responsibility to undertake such critical activities has been outsourced, the contracted provider must also have plans in place to continue such activities. Contract Managers should be aware of this and BCM requirements for critical activities (indeed all activities) should be included in contract / procurement agreements, as well as a regime of audit.
 - d. The criteria of being able to continue critical activities even in the event of an emergency could include wide area incidents such as flu pandemic, severe weather or wide area power outage. At the same time, critical activities must be continued in the event that there was an emergency during the Olympic / Paralympic Games.
 - e. It should also be noted that the CCA makes it a statutory duty to provide advice and assistance to local businesses and voluntary organisations in the preparation of Business Continuity Management (BCM) arrangements. Such advice and assistance is provided on request and there are pages on the BCC website where more information can be found. Some advice is being provided directly to businesses in the vicinity of the venue through the TFB Coordination Group.

What is the current position of BCC’s preparations in the area of Business Continuity?

8. Although in the past all Services have had BCPs of some description and of varying levels of detail, these are not in accordance with the current corporate BCM Programme. The situation reported to the Audit & Regulatory Committee on 18th May 11 was that no Services have BCPs up to date in accordance with the current Programme, although several Services / Teams have made good progress, especially since then.
9. The Audit and Regulatory Committee has required Services, through COMT, to complete BCPs to this corporate standard by October 2011.
10. A current snapshot of BCM preparation is included in the papers at Appendix 2.

What additional work does the Resilience Team anticipate during the Games (with regards to BCM)? What are the possible issues, when and where are they likely to occur?

11. The extra work to be undertaken by the Resilience Team has been identified in the emergency management update [to be considered on Day 2 of evidence gathering, 6th September].

12. Possible issues are considered below.

What risks are there to the County Council's normal operations during Games Time?

13. The importance of having effective BCM arrangements in place prior to the Games is two-fold:
- a. There may be extra pressures on normal service provision due to the Games (for example, due to leave being taken, Services may be working on Games activities etc).
 - b. There may be an emergency which will require a response and the resources required may be greater than normal – the Olympic additionality.
14. There are several obvious issues that may impact the capability of the Council during Games time:
- a. Staff absence during the Games. The Games occur during the school summer holidays when people often take leave. Staff may also want to participate in the Games through attendance, volunteering or simply watching the Games on the TV and take leave for those reasons. Sick leave will still be taken and some staff may be called away to look after family members – very much situation as normal. Services will need to ensure that they do not release too many staff on leave and then find themselves with insufficient staff to maintain critical activities in the event of an emergency.
 - b. Disruption caused by the Games and BCC Services' geographic proximity to the Games venue. There may be disruption to some services in the vicinity of the venue due to, for example, traffic disruption. Local businesses have received advice on how to manage the impact (change travel work patterns / work from home etc). Where necessary, Services may need to anticipate how the Games may impact their activities (for example, home care to Service Users in the vicinity of the venue) and adapt plans to ensure that suitable provision may be continued.
 - c. Some Services will be involved in the Games activities as part of their professional deployments. Trading Standards, Resilience, Transport etc all will deploy staff or resources. This will impact daily routine. Specifically, the Resilience Team will deploy one officer to the venue and will have staff dedicated to reporting and being stood by to respond to any emergency (for more details see emergency management evidence report).
 - d. The impact of any emergency that does take place in the vicinity of the venue or at the venue may be exacerbated by the "Olympic / Paralympic additionality". This could be simply in scale – more people may be directly impacted requiring bigger rest centres and more transport – or in other ways, such as capability to speak English, media pressure, reputational pressure, incoming calls for information etc. The generic emergency plan would be the basis of the response, enhanced by the multi-agency emergency plan. The capability for Services to undertake their emergency response procedures, possibly on a greater scale than would normally be anticipated, would be critical. Therefore, Services should plan to maintain sufficient staff and resources to ensure such a capability.
 - e. The Council will be required to be able to respond to any emergency during Games time, even if it is unrelated to the Games. This may include wide-area emergencies that could impact the entire county or a significant portion of it.

Examples would include wide-area power outages, flu pandemic or heat-wave. The Council needs to maintain a capability to undertake its duties.

- f. It should be noted that the exercise regime both at the local and national level may (and probably will) raise further issues that will require mitigation and inclusion into the plans. This is a normal part of the plan validation and preparation cycle.
15. It is important to try to identify what extra resources may be required on top of what might be considered a usual response. To help with this, there are a number of Olympic Resilience Planning Assumptions being used to help identify what emergencies might occur and to what scale at the Thames Valley Local Resilience Forum (TVLRF) level. This has resulted in a list of capabilities that need to be maintained at a TVLRF and individual authority level to be ready in the event of an emergency. These documents are restricted (protective marking).
 16. With regards to generic risk assessment for the BCM process, the BCM Programme does include this as follows:
 - a. A generic risk assessment is included in the Programme that outlines the main operational risks and likely consequences of each hazard / threat.
 - b. The list of consequences has been compiled and compared with a central government BC planning assumption list. There are currently 11 BCM planning assumptions for the authority.
 - c. Within the BCM process, each "Mission Critical Activity" is analysed against the consequence and options for mitigating those consequences can be identified. These options are then included into the BCP.

Have BCPs been tested? Are they based on best practice?

17. It should be worth noting that several Services had their BCPs tested during the severe weather of 2009 and 2010 (January and November / December). Likewise during the flu pandemic.
18. The last full formal BCM exercise was Exercise Rebound which took place in June 2009 and which, among other things, reinforced the need to upgrade the IT disaster recovery plan through the creation of a second off-site data centre.
19. It should be noted that the Olympics / Paralympics County council exercise to take place on the 7th September should also raise business continuity issues amongst the emergency response issues.
20. Once Service BCPs are completed, the Resilience Team will set up test exercises for them, - the intention is for these to be completed by end of March 2012.
21. The corporate BCM Policy and Programme is based on the BS:25999 standard which is recognised best practice in the UK and is being considered as the standard on which to align all BCM processes in the draft enhanced Guidance for the CCA.

Working with Partners

22. BCM is predominantly an internal issue.
23. All Category 1 Responders are expected to have BCPs to a similar level.
24. All external service providers are expected to have BCM arrangements to the same standard as the Council.

25. When working in response to an emergency in the community, then Category 1 and 2 responder partners respond using standard procedures and plans based on Integrated Emergency Management principles (see Emergency Management evidence paper).

Value for Money

26. BCM is not required simply because of the Olympics – it is a statutory duty that must be applied regardless. The Olympics may add some pressures and complications, but the basis is unchanged – the Council must have BCM arrangements by law. It is also our duty of care to the community to be able to continue “mission critical activities”.

Unresolved Resource Issues

27. In a report to a meeting of cross-portfolio senior managers in October 2010, several recommendations were made, including:
- a. “Line managers need to ensure that their leave approvals for the Olympic period (including the build-up and the period between Olympics and Paralympics) do not compromise service provision and emergency response capability.
 - b. “Heads of Service need to ensure that they have business continuity strategies to ensure that critical service provision can be maintained in an emergency affecting our own authority. Strategies may include looking for mutual aid from neighbouring authorities who have no Olympic venue.
 - c. “Heads of Service need to be assured that their commissioned service providers of critical services have adequate BCM arrangements (a statutory duty anyhow) but also that this will not be compromised by the Olympics.
 - d. “Service providers will need to show they have arrangements to limit leave / volunteering and ensure the continuation of critical services.
 - e. “Through the Olympic resilience gap analysis and contingency planning process, the Resilience Team will need to identify capabilities gaps and ensure that these are resolved. Training needs will need to be identified and training provided. Probably to include liaison officers, rest centre procedures etc. Resilience Team will be required to set up and run exercises for those identified in the contingency plan.
 - f. “Heads of Services / managers to identify where service requirements may be increased due to the Olympics (for example, parallel events) and make appropriate provision to counter this.
 - g. “HR to consider requirement for a specific policy for the Olympics and volunteering.
 - h. “Consideration needs to be made to the impact of cuts to the provision of the Olympics in Buckinghamshire”.
28. An HR policy may also be enhanced by a call-back agreement for leave approvals in the event of an emergency, and where possible.
29. Current concerns for resources are:
- a. Completion of effective BCPs by all Services, with testing.
 - b. Confirmation of a leave policy for the Council.
 - c. Enhance and train greater numbers of staff, and leaders, for the Crisis Support Team of Adults and Family Wellbeing.
 - d. Capacity within the Contact Centre to respond to significant numbers of incoming calls.
30. Undoubtedly, more issues will arise as we move through the planning and preparation process.

Buckinghamshire County Council – Business Continuity Management Policy

Statement of Intent

In light of the duty placed on Buckinghamshire County Council under the Civil Contingencies Act 2004, Buckinghamshire County Council recognises and accepts its responsibility to develop and maintain a Business Continuity Management (BCM) programme and plans to safeguard the continuous provision of a high standard of critical public services in the event of anticipated or unexpected disruptive challenges.

Scope

The BCM Policy underpins corporate support for the BCM programme, which defines how BCM will be structured, implemented and maintained throughout the authority.

The BCM programme will be designed using the British Standard for Business Continuity Best Practice: Part 1 (BS25999-1). Ultimately the BCM Programme will satisfy the Council's compliance with the Civil Contingencies Act 2004 and subsequent regulations and statutory guidance.

The BCM programme will be a cyclical programme that reflects the current organisation structure and legislative responsibilities of the Council.

The BCM policy covers all Buckinghamshire County Council functions at all levels as well as those functions that have been subcontracted to external suppliers, where the overall legal responsibility remains with the authority.

The Council BCM Policy requires subcontractors and suppliers to provide evidence to their contracting Service that they have effective Business Continuity Plans (BCPs) that will ensure the continuation of the contracted service in the event of a disruption to the subcontractor or supplier.

Buckinghamshire County Council Business Continuity Management Programme Aim and Objectives

The aim of the BCM programme is to establish a strategic and operational BCM framework that will ensure that the Council is able to continue to provide its identified mission critical activities in the event of a disruption to normal activities and be able to rapidly restore all activities as quickly as possible, in line with UK best practice.

The objectives of the BCM programme are:

- To identify the BCM infrastructure within the Council.
- To specify the processes and criteria for the BCM process that will identify the Council's Mission Critical Activities.
- To identify the mechanism for assessing resources and risks and the subsequent identification of suitable Service contingency plans to mitigate the risks.
- To identify the process for identifying corporate Business Continuity (BC) strategies.
- To identify the process for Service BC planning.
- To identify specific training and exercising arrangements.
- To outline the method of enhancing awareness of BCM in the Council.

Relationship with Risk Management

Buckinghamshire County Council maintains a corporate Risk Register. Business Continuity Planning is found on the Risk register as a legal requirement. Contingency planning is a control measure ('treat') to mitigate the effects of an assessed risk.

Portfolio	Service Area	Service/Team	Rating	Synopsis
Children and Young People	Achievement & Learning Community Youth	Youth Services	Amber / Green	Revising in line with service re structure. On target to complete by Oct 11.
Children and Young People	Safeguarding	School Improvements Achievement and learning Prevention, assessment & protection Permanency and placements Commissioning and Business Improvement	Amber / Green	Transferring documents into the most up to date format. On target to complete by Oct 11.
Children and Young People	Safeguarding	Youth Offending Service	Amber	Revising in line with service re structure
Adults and Family Wellbeing	Service Provision	Commissioning and Service Provision – LDS / PSD / OPS Commissioning and Business Improvement	Amber	Transferring documents into the most up to date format
Adults and Family Wellbeing	Community, Culture and Learning	Cultural Services / Libraries Adult services	Amber / Green	Transferring documents into the most up to date format. On target to complete by Oct 11.
Adults and Family Wellbeing	Community, Culture and Learning	Registrars	GREEN	COMPLETED - ready for testing and maintenance
Adults and Family Wellbeing	Community, Culture and Learning	Coroner	GREEN	COMPLETED - ready for testing and maintenance
Communities and Built Environment	Localities and Safer Communities	Resilience Team	GREEN	COMPLETED - ready for testing and maintenance
Communities and Built Environment	Localities and Safer Communities	Safer Communities	Amber	Transferring documents into the most up to date format.
Communities and Built Environment	Localities and Safer Communities	DAAT	GREEN	COMPLETED - ready for testing and maintenance
Communities and Built Environment	Localities and Safer Communities	Trading Standards	Amber / Green	Revising in line with service re structure. On target to complete by Oct 11.
Communities and Built Environment	Localities and Safer Communities	Locality Services	Amber / Green	Revising in line with service re structure. On target to complete by Oct 11.
Communities and Built Environment	Localities and Safer Communities	Community Cohesion & Equalities	Red / Amber	Work in progress - delay due to team maternity leave which is now complete
Communities and Built Environment	Planning, Environment and Development	Planning, Environment and Property Development	Amber / Green	Revising in line with service re structure. On target to complete by Oct 11.
Communities and Built Environment	Transport	Transportation	Amber / Green	Revising in line with service re structure. On target to complete by Oct 11.
Resources & Business Transformation	Customer Contact	Contact Centre	Amber / Green	Transferring documents into the most up to date format. On target to complete by Oct 11.
Resources & Business Transformation	Resources, Legal & Democratic	Legal & Democratic	Amber / Green	Transferring documents into the most up to date format. On target to complete by Oct 11.
Resources & Business Transformation	Service Transformation	ICT	Amber	Work in progress
Resources & Business Transformation	Finance and Procurement	Finance and Procurement	Amber	Work in progress
Resources & Business Transformation	Policy, Performance and Communications	Communications & Policy	Amber / Green	Transferring documents into the most up to date format. On target to complete by Oct 11.
Resources & Business Transformation	People and Policy	OD & HR Payroll	Amber / Green	Transferring documents into the most up to date format. On target to complete by Oct 11.
Resources & Business Transformation	Human Resources	H&S	Amber / Green	Revising telephone numbers in line with service alterations. On target to complete by Oct 11.

Report to Task and Finish Review on The 2012 Games – Is Buckinghamshire Ready?

Title:	Transport for Buckinghamshire – Eton Dorney 2012 access planning
Date:	11 th August 2011
Author:	Sean Rooney Ex 2077 Compliance Manager (Localities and Traffic Manager)
Contact officer:	Kim Hardwick Ex 2262

Background

1. In 2007 Transport for Buckinghamshire (TfB) began working in partnership with South Bucks District Council (SBDC), Slough Borough Council (SBC), Royal Borough of Windsor and Maidenhead (RBWM) and the Olympic Delivery Authority (ODA) to prepare for the arrival of the Olympic and Paralympic Games at the Eton Dorney site in July 2012. For transport related issues Buckinghamshire County Council is acting as the lead authority and working in liaison with adjoining authorities and representing in matters related to the Eton Dorney Venue. Sean Rooney as County Traffic Manager and Strategic Client Compliance Manager is acting as the strategic Lead.
2. As the plans related to the delivery of the Games has progressed and increased, work has progressed and now multiple working groups, including input from the Olympic Delivery Agency, (ODA) and London Organising Committee for the Olympic Games (LOCOG), numerous officers and teams within Buckinghamshire County Council are progressing towards the common goal of delivering the 2012 Olympics at the Eton Dorney site.
3. The ODA are responsible for the Games Family and their ability to arrive at the venue in good time for the events programme.
4. LOCOG are responsible for the actual venue and the visitors to the venue along with ensuring the impact on local residents and businesses is minimised.
5. The Eton Dorney site will be home to the Rowing and Canoe Sprint competition events. Only one competition session will be held per day of competition. For the Olympic Games each day's session will be held between 09:30 and 14:30, from Saturday 28th July to Saturday 11th August 2012. During the Paralympic games each day's session will be held between 09:30 and 12:30, from Friday 31st August to 2nd September 2012.

Summary

Transport Staff Involvement prior to the Games

6. Transport for Buckinghamshire staff are currently involved in multiple working groups across the full spectrum of issues related to the delivery of the Eton Dorney venue for the Olympic and Paralympic Games. These include, but is not an exhaustive list, development control issues, parking issues, park and ride, communications, rights of way and working with businesses.
7. To help manage the outcomes of these meetings and make sure that work is not being duplicated TfB has set up a monthly Coordination Group to feed back meeting outcomes and progress actions consistently (Terms of Reference for this group are included in Annex 1). This group has been meeting for at least 18 months and will continue to meet up to the Games period.
8. This Coordination Group includes representatives from Rights of Way, Communications, Resilience, as well as Maintenance, and works to deliver a consistent message from across all services of the County Council to members of the various Olympic groups. Ian Barham, the Bucks 2012 Coordinator also attends the Group.
9. The Coordination Group is also responsible for coordinating the various workstrands across TfB and the interactions with the various teams within LOCOG, ODA, BCC and our colleagues from adjoining and District Councils, producing a Transport related risk register (see Annex 2 and further in the report) and represent Transport issues at the wider governance meetings that are organised by ODA and LOCOG along with the GOE.
10. To further facilitate this TfB have recently secured an Engagement Officer (Dan Elworthy), who will be funded by the ODA. Dan is currently based in County Hall, Aylesbury, but works across all the Local Authorities involved in the delivery of Eton Dorney. His role is to ensure correct engagement with the local Communities affected by the games, and provide a consistent approach and messages across all the Local Authorities. He is working in close liaison with engagement officers from both the ODA and LOCOG and has been actively involved in some of the public awareness sessions that have been promoted by the ODA and LOCOG.
11. In addition to this we also have a member of staff (Becca Dengler) who has been seconded to work for the ODA, 2 days a week, to work directly with local businesses to help encourage their involvement in reducing the background traffic, from business travel, during and post games time by encouraging businesses to consider alternate working practices during the games period.

Testing

12. In recent weeks the ODA have been testing the Eton Dorney venue as well as some of the initiatives planned for the Olympic Route Network (ORN), including banned right turns and altered signing on the A4. The recent World

Junior Rowing Championships held at Eton Dorney were successfully managed without noticeable effect on the network.

13. A further test event is to take place between 1st and 4th September where a canoe sprint event is planned.

Torch Relays

14. The Torch Relays are an important element to any Olympic and Paralympic Games, and we are working with the ODA and LOCOG to encourage the decision to be made that both relays visit Buckinghamshire. Currently it is anticipated that the Paralympic Torch Relay may be visiting the Stoke Mandeville site but the details are yet to be confirmed. For the Olympic Torch Relay we know that there will be overnight stops in Luton, Oxford and Reading are anticipating the daytime route may cover Buckinghamshire however the exact details of this are currently not defined..

15. It is also important to note that elements of the cost and resource of enabling this to happen will need to be met by the host Authorities

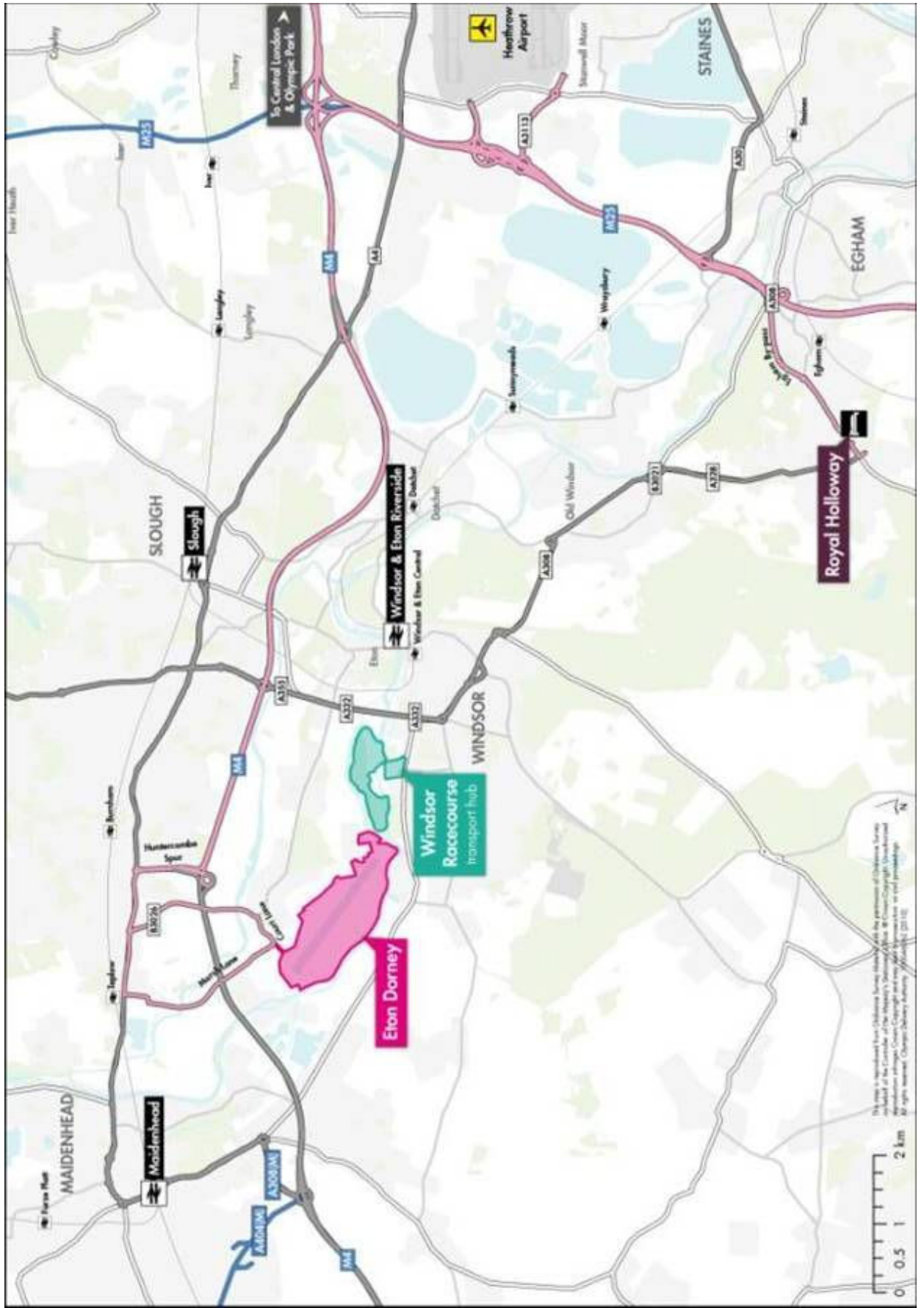
Northern Park & Ride (P&R)

16. Concern has been raised, and acknowledged by the Olympic groups, that without a northern P&R traffic congestion may well occur on both the A404 and M4 at locations which are strategic to the successful operation of the wider ORN and PRN. It has also been stated that we need to ensure that the residents of Bucks are able to have easy access to a P&R site and the Northern suggestion would allow residents of Bucks to have this relatively easy access point.

17. The proposed northern P&R site, at Cressex Island, High Wycombe, has yet to be confirmed with the ODA or Wycombe District Council (WDC) however exploratory discussions are well underway and BCC officers are working with both the ODA and WDC to facilitate this option and are continuing to lobby for its inclusion in any plans made by the ODA or LOCOG as it is considered a vital intercept location for spectators coming from the north.

Games Time – Olympic Route Network (ORN), Paralympic Route Network (PRN) and Local Area Traffic Management and Parking (LATM&P)

18. The final designs of the proposed measures to allow the effective running of the ORN and PRN are almost resolved. This is a responsibility of ODA and LOCOG to provide these designs, with Local Authorities feeding into these designs. Once complete and agreed, the Traffic Regulation Orders will be able to be developed with a view to publish at the earliest opportunity. The principle ORN and PRN will include the M4 and A4, whilst the secondary route includes the M40 and A355 in Buckinghamshire. The ORN is shown in Map 1 on the following page.



Map 1 – ORN

19. It should also be noted that during the Olympic Games the majority of spectators will be using the southern entrance, via Windsor Racecourse, with only local pedestrian or cycle traffic utilising the northern entrance. The northern entrance will not be publicised nationally and is envisaged for use by local people and cyclists alone. During the Paralympic Games, however, spectators will be entering via the northern entrance, from the A4 as Windsor Racecourse is not available for use. This change around is not anticipated to be a problem as Paralympic traffic will be less.
20. To keep these route networks clear Transport for Buckinghamshire will be providing a dedicated resource who will respond within 15 minutes to all highway issues specifically on these networks. It is expected that this will require at least two shifts, involving two operatives in each shift, and dedicated plant and materials to cover at least a 12 hour period on each competition day of the games. They will be based close to the venue to allow the enhanced response times to be achieved.
21. The LATM&P will cover an area around the competition venue and does not include the ORN or PRN. The details are still being refined with our partners however it has been agreed that any parking enforcement, in South Bucks, will be undertaken and resourced by Thames Valley Police. This is because South Bucks is not a Civil Enforcement Area.
22. In addition to the dedicated ORN and PRN maintenance crew Transport for Buckinghamshire will be prioritising work in South Bucks and particularly the area of the LATM&P to enable our other maintenance and signals crews to tackle any issues, in coordination with SBDC, SBC and RBWM. Our Streetworks Team will also be working closely with utilities companies to manage any emergency works which may be necessary in the area of Dorney during Games time.
23. Finally we will have key members of staff, on site or on standby to coordinate any emergency responses necessary to support the emergency services and our Local Authority partners.

Risks

24. Whilst work to finalise the ORN, PRN and the LATM&P is well on the way there are a number of risks that will need to be managed. The coordination group has produced a comprehensive risk register (see Annex 2) highlighting the main issues.
25. From Transport for Buckinghamshire's perspective the most significant of these risks, and the expected solutions, are:

Risk	Solution
If ODA and LOCOG do not provide detail design and information in order to commence TRO process then orders will not be in place in time for 2012 games	Pressure being put on LOCOG and ODA to resolve issues. Ian Barham raising through the Nationwide Operations Group. This risk has also been placed on the corporate risk register.

<p>If the P&R site in Wycombe is not confirmed then the traffic congestion on the A/M404 into Maidenhead cannot be reduced. This could have a major impact on the journey times on the ORN and PRN and on spectator journey times</p>	<p>Pressure being put on ODA to meet to resolve this issue.</p>
<p>If the communications from both BCC and ODA are not well managed then there will be reputational damage to BCC and negative view of the 2012 games</p>	<p>Actively promote and coordinate communications Effectively utilise the ODA Engagement Officer post within TfB Communications Team</p>

After the Games – Legacy

26. For the most part there is no physical transport related ‘Legacy’ effect, following the end of the games at the Eton Dorney site. The measures that are being proposed are mainly signs and lines which will be removed at the end of the Paralympic Games. The most significant legacy which is anticipated is likely to come from the work undertaken by Becca Dengler, to influence and educate businesses on their travel behaviour during the games. It is hoped that businesses will use the skills they’ve adopted during Games time long after the Games have finished, and will be supported through the links that have been built up over the last year.

Resource implications

27. Whilst there are currently a number of unknowns, which cannot be resolved until the final ORN, PRN and LATM&P plans are signed off, Transport for Buckinghamshire will need to resource a number of elements to support the delivery of these plans. This will include:

- Staff involvement at all Olympic and Paralympic related meetings.
- Potentially covering the cost and resource required to facilitate the Olympic and Paralympic Torch Relay if our request is successful (including signing, temporary TRO’s and staffing).
- Staff support to advertise TRO’s, which is being led by colleagues in SBC.
- Assisting in the delivery and the managing the Northern P&R if our request is successful.
- Providing plant and staff to deliver a 15 minute highway response during games time (over and above normal operations).
- Reprioritising all work for maintenance gangs, including signals and street works, to resolve issues on the network around the Eton Dorney venue during games time.

28. As many of these elements, particularly with regard to issuing TRO’s and signing cover multiple working groups the TfB Coordination Group is working to manage these requests for resource to make sure that duplication is minimised and that value for money can be sought at all levels.

29. We are also working closely with our neighbouring authorities to joint manage the delivery of particular elements. One such example of this is the use of

SBC resource to advertise the TRO's, on behalf of BCC, for the LATM&P work.

Next Steps

30. ORN:

Date	Action
June 2011	Service Level Agreement submitted for agreement
September 2011	All testing completed
October 2011	TRO's to be published
October 2011	Northern P&R agreement reached
December 2011	Implementation Plan agreed
23 rd July 2012	All temporary measures in place
31 st December 2012	Removal of measures – ORN features will be removed immediately after the games, whilst measures within the venue will take a little longer

31. LATM&P:

Date	Action
October 2011	Agreement on extent of the LATM&P and confirmation on parking management and enforcement plans for all Local Authorities involved
October/November 2011	Service Level Agreement in place
21 st October 2011	TRO's will need be published
March 2012	Begin LATM&P implementation
November 2012	Finish LATM&P Decommissioning

32. Torch Relay: Following release of the route

Date	Action
January 2012	Temporary TRO's will need to be started
April 2012	Resource will be secured and available to enable the various relay's through Buckinghamshire
Beginning July 2012	Olympic Torch Relay
End August 2012	Paralympic Torch Relay

33. These dates will be reviewed and managed through the co ordination meeting and the delivery team.

Annex 1

Terms of Reference – Transport for Buckinghamshire 2012 Coordination Group

Terms of Reference

- To share information from other ODA/LOCOG transport related working groups
- To coordinate 2012 transport related activities across TfB
- To ensure that any individual attending ODA/LOCOG meetings on behalf of TfB understands Buckinghamshire's the overall strategy and priorities
- To interface with the Bucks 2012 Group and keep them informed of current actions and concerns
- To coordinate Transport activities with other activities across the Council including Rights of Way and Resilience
- To coordinate the work in TfB in line with the Buckinghamshire's strategic objectives for the 2012 Games