

Business as usual?

London's emergency and health services' preparations for the 2012 Olympic and Paralympic Games



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1. To examine and report from time to time on -
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 - matters of importance to Greater London as they relate to the promotion of health in London and the provision of services to the public (other than those falling within the remit of other committees of the Assembly) and the performance of utilities in London.
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Chair's Foreword



The London 2012 Olympic and Paralympic Games are set to be the largest and highest profile events that the city has hosted in living memory, dwarfing the Festival of Britain and the 1948 Games. While the 2012 Games will undoubtedly generate excitement and bring economic benefit to the capital, they will also have an impact on London's emergency and health services.

In an era of heightened fears about terrorism and extremism there has been much attention given to our ability to prevent attacks or deal with the consequences of one. This is clearly an important issue and the scrutiny of work in this area is invaluable. However, what has had less attention is London's health and emergency services' ability to provide business as usual during Games time. We know that London will play host to significant numbers of visitors and the Games will draw in public resources from across the city and beyond. The committee wanted to explore how prepared our emergency and health services are to deal with what will happen rather than what might happen.

Throughout the duration of the Games, Londoners will still have trips and falls, heart attacks and strokes, toothaches and babies; our health service must maintain a good level of service for them. Unfortunately, there will still be criminals that need to be arrested, traffic accidents to be investigated and events like the Notting Hill carnival and the Diamond Jubilee celebrations that need to be policed. Whilst it will be business as unusual for London's emergency and health services during Games time, Londoners will expect business as usual.

We were pleased to hear from the organisations we spoke to that maintaining their levels of service to Londoners during Games time is a priority. We welcome the fact that they believe good relationships are established between the different organisations involved. However, we take note of their concerns about the effects of possible funding reductions, lack of clarity over Games time demand and lack of clarity over the range of further cultural events due to take place in this time.

We have identified a number of milestones which we will revisit to ensure the NHS, police, fire service and local government are able to provide business as usual.

A handwritten signature in blue ink, appearing to read 'James Cleverly', written in a cursive style.

James Cleverly AM
Chair of the Health and Public Services Committee

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Executive Summary

In this report we examine how London's emergency and health services are working together to ensure that during the 2012 Olympic and Paralympic Games they are able to provide business as usual for Londoners as well as meet the security and health requirements of the Games. London's police, ambulance and fire services face a daunting challenge in 2012. It will be their biggest peacetime operation.

Taking place over a period of 64 days from July to September 2012 London will welcome close to 30,000 competitors and Olympic and Paralympic family professionals as well as foreign dignitaries from over 200 countries. There will be 26 Olympic sports and 20 Paralympic sports taking place in venues across London and other parts of the UK.

As yet there is no agreed estimate on how many visitors are expected for the Games. Nevertheless, it is likely that London will experience a large increase in its population over Games time. Work to estimate visitor numbers is being undertaken and is due to be released later this year. Those planning for the Games are anticipating that in addition to participants and spectators, there will be a large number of "atmosphere" tourists in the capital wishing to take part in the cultural activities associated with the Games.

As part of the 'Cultural Olympiad' a series of live events and cultural activities are being planned. In addition, WorldPride, the Notting Hill Carnival and the Queen's Diamond Jubilee celebrations are due to take place across the same time period.

Existing staff, equipment and core budgets will be drawn on in order to meet Games time requirements and some additional funding is being sought.

There is a large number of different organisations involved in planning for and delivering emergency and health services during the Games. London's emergency and health services are working in a range of partnerships and networks along with other key stakeholders such as the London Organising Committee of the Olympic Games and Paralympic Games Limited (LOCOG), the Mayor and the Greater London Authority and London's local authorities. This report seeks to set out these relationships.

There is a range of variables yet to be determined which may still affect London's emergency and health services' abilities to provide business as usual. These include:

- Clarity over projected visitor demand;
- The range of cultural and other events due to take place;
- The impacts of the Olympic Route Network (ORN) and Paralympic Route Network (PRN);
- Funding allocations; and
- Staffing requirements.

This report sets out the key milestones we expect to be achieved over the next 12 months. We will return to the issue in 12 months time to review progress and ensure London's first responders are able to maintain business as usual. Key milestones include:

- Central government to have agreed final Games related funding allocations with London's emergency and health service providers;
- Details of London's emergency and health services budgets for delivering services during Games time to be made publicly available. This should include any expected funding gaps;
- The GLA along with London boroughs to have finalised the calendar of events which will provide London's emergency and health services with a clear picture of the range, scale and location of events during 2012;
- London's emergency and health services to have carried out cross-organisational testing to assess their systems for providing a safe and secure Games to ensure that they work and dovetail into business as usual activity;
- Following the Office of National Statistics review of estimated visitor numbers, all of London's emergency and health services to have assessed the additional demands on their services during Games time and carried out detailed planning for how they will meet this demand; and
- London's emergency and health service providers to have finalised their pre-planned and mutual aid agreements with their UK counterparts.

On the basis of the information provided to the Committee we conclude that Londoners should expect their emergency and health services to deliver business as usual during the Games. However, there remain concerns over unknown variables such as visitor numbers and the extent that police services will be stretched. Over the next 12 months we will continue our dialogue with stakeholders to ensure they are still on track for the Games.

Introduction

Why we conducted this review

During the 2012 Olympic and Paralympic Games Londoners will want to take part in the excitement of a world class sporting and cultural spectacular. At the same time they will expect to be able to access their local GP surgery and hospital if required and be able to call on London's police, fire and ambulance services¹ in an emergency.

The Mayor has commented that during the Games it will be "business as unusual" in terms of the scale of the challenge, range of events and number of people expected to be in the capital over this period.² A large number of different organisations are involved in planning for and delivering emergency and health services during the Games, with no single body having overall responsibility. A lot of focus has been given to how London's services would respond to a major incident during Games time, with limited public examination of how key stakeholders will ensure that business as usual services are delivered to Londoners during Games time. Our review seeks to fill that gap.

Two years out from the Games the Committee decided it was timely to bring together London's police, fire and ambulance services as well as other key stakeholders such as the London Organising Committee of the Olympic Games and Paralympic Games Limited (LOCOG), NHS London, the Greater London Authority (GLA) and London Councils. We questioned them about the expected impact of the Games on their services, their planning assumptions for delivering business as usual, how they are working together to prepare for the Games and on any areas needing additional resource. The Committee has assessed the current levels of clarity over organisational structures and mechanisms for joint working, identification of roles and responsibilities, detail on timelines and the availability of required resources.

This report sets out the Committee's discussions and flags up the key milestones the Committee will revisit in 12 months to find out if stakeholders are on target to achieve their plans. The key milestones highlighted in this report are the basic building blocks identified by stakeholders and the Committee as essential to ensuring they can provide services as usual during Games time.

Section 1 of the report sets out the scale of the challenge that faces London's emergency services during Games time as well as how stakeholders are working together to meet this challenge. Section 2 sets out the key issues which may have an impact on London's emergency and health services ability to ensure they provide business as usual service during Games time, including clarity over projected demand, the range of cultural events due to take place and possible funding gaps

How we conducted the review

In order to carry out this review the Committee wrote to key stakeholders seeking their written views on the terms of reference, which are set out in Appendix 2.

The key front line services who took part in this review were the London Ambulance Service (LAS), the Metropolitan Police Service (MPS), the London Fire Brigade (LFB) and London's NHS including Homerton University Hospital NHS Trust.

We held two public meetings. The first took place on 9 June 2010 and involved London's first responders, the LAS, MPS and LFB. The second meeting took place on 1 July 2010, and involved London's strategic bodies such as LOCOG, the GLA, NHS London, London Councils, as well as Homerton Hospital NHS Trust, one of the Olympic designated hospitals.

Section 1: The scale of the challenge and how partners are working together to meet it

This section of the report sets out the scale of the challenge that faces London's emergency and health services in delivering business as usual services during Games times. It then goes on to discuss the structures and networks that London's emergency and health services have established in order to co-ordinate their response to the challenge.

The scale of the challenge

"The Olympics are the biggest peacetime operation that the Police Service will have had to undertake and it has to be expected that there will be an impact on policing during 2012" – Assistant Commissioner Chris Allison, Metropolitan Police Service³

Delivering emergency and health services during Games time will be a complex project. It will present key stakeholders with one of the biggest challenges they have faced as it takes place over an extended period of time, across a number of different locations and involves a range of sporting and cultural events.

Over a period of 64 days from July to September 2012 London will welcome close to 30,000 competitors and associated Olympic and Paralympic family professionals as well as foreign dignitaries from over 200 countries. There will be 26 Olympic sports and 20 Paralympic sports taking place in venues across London and other parts of the UK.

As yet there is no agreed estimate on how many visitors are expected for the Games. Nevertheless, it is clear that London will experience a large increase in its population over Games time. NHS London is currently using estimates that between 0.9 million and 2.8 million visitors will stay overnight to visit Games events across the country, with possibly 35 percent of these being from outside the UK.⁴ LOCOG expects to have approximately eight million tickets available for sale for the Olympic Games and a further two million for the Paralympic Games.⁵

Those planning for the Games are anticipating that in addition to participants and spectators, there will be a large number of "atmosphere" tourists in the capital wishing to take part in the cultural activities associated with the Games.⁶ As part of the 'Cultural Olympiad' a series of live events and cultural activities are being planned, although there is some concern amongst London's emergency and health services at the lack of detail presently available on what is planned.⁷ In addition, WorldPride,⁸ the Notting Hill Carnival and the Queen's Diamond Jubilee celebrations are due to take place across the same time period.

"The Olympics are the biggest peacetime operation that the Police Service will have had to undertake"

During the 2002 Commonwealth Games in Manchester over 1 million visitors descended on the city.

During the 2002 Commonwealth Games in Manchester over 1 million visitors descended on the city.⁹ The number of out of city visitors to the Beijing Olympic and Paralympic Games in 2008 has been estimated to be 660,000, whilst in Sydney in 2000 it was 475,000.¹⁰ Those preparing for the Games in London expect that London's proximity to continental Europe and its international standing as a tourist destination will be a much bigger draw card to "atmosphere tourists" than previous Olympic and Commonwealth host cities. This could potentially lead to even greater numbers of visitors than previously experienced.

Pressure on health services

Under the IOC bid guarantees and the Host City Contract the Government committed itself to ensuring the provision of a free health service to the Olympic and Paralympic family, which will include up to 30,000 people.¹¹ The Olympic and Paralympic family will have access to a purpose-built polyclinic in the Olympic Village and access to specialist hospital services as required.

In addition, the NHS will be required to provide a high quality emergency service to the large number of visitors attending both the Olympic and Paralympic sporting events and associated cultural events. In order to determine the ambulance provision required inside LOCOG venues the LAS is expecting LOCOG to complete venue risk assessments for each venue by December 2010.¹²

Three hospitals (the Homerton, Barts and the London, and University College London) have been designated as Olympic-Paralympic hospitals to provide dedicated acute and emergency care to athletes and the wider Olympic and Paralympic family. Visitors to London will be directed to the most appropriate health service closest to them. The Homerton hospital will be responsible for receiving LOCOG athletes and team officials sustaining injury or illness on the Olympic Park.

NHS officers told the Committee that they do not expect acute and primary care services such as hospitals and GPs to experience a significant increase in demand during Games time.

“Our experiences have shown that in previous Games the vast majority of the activity that is around health takes place on the site in the Olympic polyclinic, and that the spill over to other hospitals outside that is relatively small” – Dr Simon Tanner, Regional Director of Public Health, NHS London¹³

Some acute trusts told the Committee that they are planning on the assumption that their A&E departments will see some additional minor injuries during Games time due to the increased number of visitors in central London.¹⁴ To limit the impact on London’s hospitals the LAS will be aiming to treat as many patients at the scene as possible during Games time.¹⁵

There were media reports from the Vancouver Winter Olympic and Paralympic Games that routine surgeries were postponed. The Regional Director of Public Health in London reassured the Committee that business as usual services in the NHS would be provided during Games time.

“We have got a massive system in London with some fantastic facilities, massive numbers of really highly-trained staff. If London cannot provide a service for Londoners at a time when we have got this on then really we are not doing our job properly so I think it is really, really important that we get that message across” – Dr Simon Tanner, Regional Director of Public Health, NHS London¹⁶

Some stakeholders told the Committee that the Games provided them with the opportunity to encourage Londoners to use health services in a more efficient and appropriate way.¹⁷ The LAS is the busiest emergency service in the UK with its call outs reaching the 1 million mark for 2009¹⁸ and Londoners use A&E more than people in the rest of the country.¹⁹ NHS London is planning an information campaign during Games time, with the aim of encouraging the visiting population and Londoners to use the most appropriate NHS services rather than using A&E by default.²⁰ The details of the campaign are not yet available and the Committee believes work to take this forward needs to be made a priority by NHS London over the next 12 months. Therefore in 12 months’ time the Committee would welcome details of this future campaign being made available.

“In previous Games the vast majority of the activity that is around health takes place on the site in the Olympic polyclinic”

“If London cannot provide a service for Londoners at a time when we have got this on then really we are not doing our job properly”

Milestone for the next 12 months:

- 1. NHS London to provide details of a future public information campaign encouraging Londoners to use the most appropriate form of health service during Games time.**

Pressure on police services

The Games will place significant pressure on London's police force.

Under the Host City Contract the Government guarantees the safe and peaceful celebration of the Games and is responsible for the planning, co-ordination and financing of any security requirements.²¹ Security challenges include public order, crowd control, transport, road traffic, serious crime, emergency planning and counter-terrorism measures. LOCOG stewards and volunteers will be responsible for crowd control inside the Olympic venues whilst the MPS will deal with the crowds moving to and from the venues and events as well as any terrorist threats.²²

The Games will place significant pressure on the MPS. The Home Office expects all partners to make reasonable adjustments to their "core services" in order to accommodate the security requirements of the Games. A definition of what constitutes "core services" will be decided in 2012.²³ The Committee was told that there is an expectation that there will be an element of diversion of activity into delivering safety and security for the Games.²⁴

"A Games which requires a massive diversion of asset...will have a level of impact"

"A Games which requires a massive diversion of asset...will have a level of impact, but what we are doing is trying to ensure that we minimise that and make sure that we still provide that policing service to the people of London, while recognising we have got to police the Olympics" - Assistant Commissioner, Chris Allison, Metropolitan Police Service²⁵

Public protests capitalising on the Games' media profile is one possible challenge facing the service. This risk is being factored into police contingency plans and is informing how the police are investing the Olympic security funds available to them.²⁶

The MPS told the Committee that it will be working closely with LOCOG over the next year to ensure that their plans are totally integrated so that together they can deliver the levels of security for the Games that are required.²⁷

Pressure on fire services

The LFB is proposing to have a full time operational presence within the Olympic park and at sporting events during Games time. It may also provide cover for the range of cultural events taking place across the capital.²⁸

The LFB will have a role in responding to emergency situations during the Games and in working to mitigate hazards and threats. It will be involved at a local level in the process of issuing Local Authority safety licences for the various cultural events taking place during Games time.

Key organisations and how they are working together

A lot of work is taking place between organisations to ensure services are co-ordinated and working effectively during Games time and key stakeholders are involved in a number of networks and programmes at local, regional and national level. These include local Resilience Forums, the London Regional Resilience Forum, the London Emergency Services Liaison Panel, the City Operations group and the National Olympic Security Oversight Group. Further information is set out in Appendix 3 and in the following table.

Table 1: Membership of local, regional and national Olympic networks

	Local Resilience Forums	City Operations Group	NHS London Programme	LESLP	NOSOG	OSB
Metropolitan Police Service	●	●		●	●	●
LAS	●		●	●	●	
LFB	●	●		●	●	
NHS London	●	●	●			
LOCOG		●	●			●
London boroughs	●	●	●	●		
Greater London Authority		●	●			●
LDA		●				
Health Protection Agency			●			
NHS Trusts			●			
Primary Care Trusts	●		●			

Key:

LESLP: London Emergency Services Liaison Panel

LOCOG: London Organising Committee of the Olympic Games and Paralympic Games Ltd

NOSOG: National Olympic Security Oversight Group

OSB: Olympic and Paralympic Security Board

London's emergency services are working collaboratively with their colleagues from across the country

London's emergency services are working collaboratively with their colleagues from across the country and are responsible for co-ordinating the response at a national level.²⁹

The NHS in London is involved in planning for the impact of the Games on London's public, emergency and health services through the GLA-coordinated City Operations programme.³⁰ The recently released NHS White Paper "Equity and Excellence: Liberating the NHS"³¹ proposes that Strategic Health Authorities such as NHS London and Primary Care Trusts will be abolished. A similar fate faces regional bodies such as the Health Protection Agency and the London Development Agency. Provision will need to be made to ensure that regional and local co-ordination of Games preparations continue in the structures that replace these bodies.

During Games time all partners will operate their standard command and control centres which operate on any normal day in London. In addition, the police will be operating a bespoke operations room focused on the Games venues and central London including the live sites and the cultural events. Representatives from the LAS and LFB will be based in the centre acting as a link with their own services' control centres.³²

Stakeholders assured the Committee that the existing networks and systems of working were adequate and they were confident that all key stakeholders will be involved in them.³³ In the year ahead stakeholders expect to have allocated named individuals to key posts for Games times operations.³⁴

Whilst the Committee is reassured to hear stakeholders' confidence in their existing and additional structures, it will be important to test them in the lead up to the Games through cross-organisational testing events. This is particularly true for assessing how LOCOG and City Operations command, communication and coordination centres will work alongside London's emergency and health services' existing arrangements.

"In terms of exercising and testing there are a couple of new kids on the block in relation to 2012."

"In terms of exercising and testing there are a couple of new kids on the block in relation to 2012. LOCOG is a new kid on the block, and in time as an organisation it will have a command and control centre that is not normally there. Citywide operations in London will be operating in some way and there is the national coordination set up." – Assistant Commissioner Chris Allison, Metropolitan Police Service³⁵

The MPS told the Committee that as part of the Olympic and Paralympic Safety and Security Programme a series of tests and exercises will take place over the next two years.³⁶ NHS London will also be engaged in this process with exercises due to take place in September 2011 and March 2012. A range of NHS-specific testing events and exercises will be taking place in addition to these across 2011 and 2012.³⁷ The LFB will also be engaged in a range of

external and internal testing events being run by a range of stakeholders from now until the Olympic year.³⁸

Arrangements and links between the Games time command and control centres need to be finalised and tested across organisations. Therefore the Committee believes the following two milestones need to be achieved over the next 12 months.

Milestones for the next 12 months:

- 2. London's emergency and health services to have carried out cross-organisational testing to assess their systems for providing a safe and secure Games to ensure that they work and dovetail into business as usual activity.**
- 3. Games time command and control arrangements to be finalised between stakeholders. This should include allocating key posts to named individuals.**

Section 2: Key issues which may affect the delivery of services during Games time

This section sets out the key issues which may have an impact on London's emergency and health services' ability to ensure they provide business as usual service during Games time. These include:

- Clarity over projected demand;
- The range of cultural and other events due to take place;
- The impact of the Olympic Route Network (ORN) and Paralympic Route Network (PRN);
- Funding gaps; and
- Staffing requirements.

Clarity around projected demand on London's emergency and health services

The projected demand...remains unclear and only generic planning can be undertaken.

With no agreed planning assumptions regarding the number of visitors expected during Games time, the projected demand on London's emergency and health services and volunteer organisations such as the Red Cross, remains unclear and only generic planning can be undertaken.³⁹

The Office of National Statistics (ONS) was due to release its review of estimated visitor numbers to the Department of Health in late September 2010, but have put this back to the end of October. The Department will bring these together with ODA information on attendance at ticketed events to estimate the overall impact of the Games on local populations. Nevertheless, the information developed will be based on estimates and stakeholders will need to plan for a range of possible scenarios during Games time.⁴⁰

Once this is done London's emergency and health services and other key stakeholders will need to review their existing planning assumptions.⁴¹ This is essential for all stakeholders. The following milestone needs to be achieved over the next 12 months.

Milestone for the next 12 months:

4. **Following the ONS review of estimated visitor numbers, all of London's emergency and health services to have assessed the additional demands on their services during Games time and carried out detailed planning for how they will meet this demand.**

Clarity around parallel events

The number, scale and location of the cultural and other events due to take place during 2012 remains unclear. London's emergency and health services told the Committee that clarity in this area is required to assist them in planning for the Games and to determine the likely impact on their services.⁴²

"The worrying bit...for us is the scale of the ambition in relation to parallel events; other events that people may want to put on at the same time in London and across the country which, themselves could potentially be a drain on police resources and, for our side, in terms of security and the private security industry" – Assistant Commissioner, Chris Allison, Metropolitan Police Service⁴³

They are concerned that street celebrations and local authority authorised events taking place across London during the Games period could present a significant challenge to their services. Certain areas of central London are expected to be under "quite unusual pressure in terms of numbers of people".⁴⁴ In addition, WorldPride,⁴⁵ the Notting Hill Carnival and the Queen's Diamond Jubilee celebrations are due to take place across the same time period.

Ultimate responsibility for approving local events during Games time will lie with local authority licensing committees. However, the Mayor through the GLA-coordinated City Operations Programme is responsible for ensuring that structures are established through which all relevant stakeholders share the details of their plans and communicate any concerns they have.⁴⁶ This programme is responsible for ensuring that the range of events planned for 2012 does not become an unmanageable draw on the resources of London's local authorities and emergency and health services.⁴⁷

City Operations is currently coordinating an events calendar which will list all events planned for 2012 in London.⁴⁸ It began to collate data in September 2010 on the range of cultural and other events due to take place in the capital during Games time. This data will continue to be collected until July 2012.⁴⁹

London's emergency and health services called on City Operations to work with London's local authorities to ensure that all parties recognise the pressures that will be placed on London's emergency and health services during Games time.⁵⁰

"In 2012 we are going to be very, very stretched and we are just using every opportunity to make sure people understand that" – Assistant Commissioner, Chris Allison, Metropolitan Police Service⁵¹

The number, scale and location of the cultural and other events due to take place during 2012 remains unclear

"In 2012 we are going to be very, very stretched"

Neale Coleman, Director of London 2012 Coordination, told the Committee that the GLA is encouraging local authorities to work together in groups to make decisions about which events they will approve during Games time and to start making these decisions early.

“What we are trying to do is...send out a very clear message to people who do organise events that you have got to make decisions now” – Neale Coleman, Director of London 2012 Coordination, Greater London Authority⁵²

There may come a point in the lead up to the Games when event organisers are told that they can not hold an event because of police or local authority concerns about their capacity to provide the policing and public service required.⁵³

Clarity on the range, scale and location of cultural events is essential

The Committee expects to see further clarity over the next 12 months about how local and regional stakeholders will be working together to determine the approval of local events. Whilst the GLA assured the Committee that these discussions were taking place within the City Operations Programme we believe that this will need to be finalised over the next 12 months. Clarity on the range, scale and location of cultural and other events is essential for London’s emergency and health services to carry out the detailed planning required for their operations during Games time. Therefore the Committee believes the following milestone is of great importance to ensure business as usual during Games time.

Milestone for the next 12 months:

- 5. The GLA along with London boroughs to have finalised a calendar of events which will provide London’s emergency and health services with a clear picture of the range, scale and location of events during 2012.**

Olympic and Paralympic Route Networks

The Olympic Route Network (ORN) and the Paralympic Route Network (PRN) will be a network of existing roads that will be used by athletes, officials and press during the Games to ensure they can get to the venues as quickly as possible. It will link all competition venues and also key non-competition venues such as accommodation. Access to the roads in the network will be restricted at certain times for those not part of the Olympic and Paralympic family.⁵⁴

The proposed route was released for public consultation at the end of July 2010. The London Assembly's Transport Committee will consider the proposed routes during the winter of 2010/11 as part of a wider investigation into Olympic transport. LFB has indicated that once consultation on the routes is completed it will be able to begin detailed work on its impact on their services.⁵⁵

The majority of London's emergency and health services have indicated that they believe they will be able to maintain services and response times alongside the operation of the ORN and PRN. However, they told the Committee that this will in part rely on how Londoners use the capital's roads during Games time and a public information campaign encouraging them to use alternative forms of transport will be required.

"One of the key bits of making it [the ORN] an effective tool to deliver what is required, but not impacting too much on London, is the education campaign" – Assistant Commissioner, Chris Allison, Metropolitan Police Service⁵⁶

"One of the key bits of making it [the ORN] an effective tool...is the education campaign"

The Committee supports the development of such an information campaign. Therefore we propose the following milestones for the next 12 months.

Milestones for the next 12 months:

- 6. London's emergency and health responders to assess the impact of the Olympic Route Network and the Paralympic Route Network on their response times and provision of services outside of the Games venues.**
- 7. The ODA, TfL and LOCOG to develop and release a public information campaign encouraging Londoners to take alternative forms of transport during Games time.**

Funding gaps

At the Committee's meeting in June 2010 London's emergency and health services set out how they were preparing submissions for the government's Comprehensive Spending Review (CSR) in the autumn. These submissions, submitted in the summer, cover their core funding as well as any additional funding required to cover the impact of preparing for and delivering services during Games time. This is discussed in greater depth below.

Specific Olympic security funding

The Government has agreed a funding envelope of £600 million, together with a contingency of £238 million.

To cover additional costs arising from the safety and security requirements of the Games the Government has agreed a funding envelope of £600 million, together with a contingency of £238 million that can only be accessed in the event of the threat level increasing to 'critical' or in the event of a change in terrorist attack methodology.⁵⁷ Any changes to this funding envelope will be set out as part of the CSR.⁵⁸

Whilst the LFB has received additional resources in order to carry out planning work for the Games it has indicated there remains a shortfall of funding for this work of over £600,000 for the 2008/11 period. Funding discussions for planning work for the next two years are ongoing using an updated business case although LFB is projecting a shortfall of £900,000.⁵⁹

Additional funds for NHS providers...will only be provided in "exceptional circumstances"

In line with Department of Health guidance additional funds for NHS providers to deliver services during the Games will only be provided for meeting Olympic and Paralympic bid commitments. Any additional costs incurred by providing health services for the Games will need to be found from local programme management and investment decisions as part of NHS bodies' existing funding arrangements.⁶⁰ Despite media reports⁶¹ to the contrary NHS London told the Committee that it was confident there would be no significant additional resource requirements for the majority of London's NHS due to the Games.⁶²

London's emergency and health services told the Committee that they were going to seek additional funding for any gaps affecting their ability to provide business as usual during Games time.⁶³ It is of some concern to the Committee that stakeholders have had to identify gaps in funding for submission to the CSR in advance of the results of the ONS visitor number review being made available and any detailed planning having been carried out.

Levels of core funding

All emergency and health services are facing a core funding squeeze in the current financial environment. Funding for all of London's emergency and health services is one key unknown variable which may have an impact on their preparedness for the Games and ability to provide business as usual services.

“The big issue for us all, I think, is the issue of funding. What is going to happen over the next few months, and years, in relation to funding. Not only the funding specifically about the Olympics but our core funding, because that may have an impact on how we deliver this so, obviously, we are watching that carefully” – Assistant Commissioner, Chris Allison, Metropolitan Police Service⁶⁴

“The big issue for us all, I think, is the issue of funding”

The MPS told the Committee that the core level of funding that it receives as part of the CSR will influence the level of pre-planned or mutual aid⁶⁵ it is required to seek for Games time. Some agencies may have to divert part of their existing activities to Olympic security as “opportunity costs”.⁶⁶ It remains unclear what levels of resources will need to be diverted away from other activities during the Games and what these opportunities costs beyond the £600 million security fund will be.

At this point in time, with the current economic climate and the many variables involved in preparing for the Games, the Committee recognises that there will continue to be some uncertainty about London’s emergency and health services Games time budgets. In 12 months’ time these budgets should be finalised and details made publicly available. Therefore the following milestones are proposed.

Milestones for the next 12 months:

- 8. Central government to have agreed final Olympic related funding allocations with London’s emergency and health service providers.**
- 9. Details of London’s emergency and health services budgets for delivering services during Games time to be made publicly available. This should include any expected funding gaps.**

Staffing issues

Staffing demands will stretch across the whole of the busy 2012 year

The Games will place an unprecedented demand on the resources and resilience of all of London emergency and health service personnel. For some first responder organisations these staffing demands will stretch across the whole of the busy 2012 year, as the consequences of restrictions on leave and training during the Games period are felt.

LOCOG is recruiting 70,000 'Games Makers' or volunteers to serve during Games time in a range of capacities such as stewards and providing information to visitors. This figure also includes 2,000 specialist medical volunteers. LOCOG will be recruiting Games Makers, some with existing first-aid skills rather than training people to do this. The Red Cross told the Committee that this could draw on their own pool of volunteer first-aiders and paramedics during Games time.⁶⁷

LOCOG will begin to shape its medical volunteer force over the next 12 months.⁶⁸ As part of the bid for the Games the NHS agreed to give paid leave to any NHS staff needed to service the venues of the Games as part of the recruitment of the 2,000 medical volunteers. The impact that volunteering will have on the NHS workforce is one area that still needs to be clarified.⁶⁹ Guidance from the Department of Health on how volunteering in the NHS will be managed was published at the end of July 2010.⁷⁰ It states that there will be no additional budget made available to cover NHS staff volunteering during Games time nor do they expect the numbers of agency staff to be any greater than usual. NHS employers will be responsible for approving and managing staff volunteer requests however they will not be required to release staff.⁷¹

The MPS will need to increase the availability of police officers during Games time to be able to ensure business as usual.

Meanwhile, the MPS will need to increase the availability of police officers during Games time to be able to ensure business as usual. The exact number of additional police officers needed to service the Games will be worked out once there is a better understanding of all the locations that need to be covered and how LOCOG is going to operate on a day to day basis during the Games period.⁷²

Measures that will be used to increase the availability of police officers during Games time includes for example, the cancellation of all training during this period and a reduction in the level of leave that is permitted. Other planned measures include increasing the number of special constables who will be deployed in London's neighbourhoods, providing cover when police officers are abstracted⁷³ to service the Games.⁷⁴

In addition, pre-planned or mutual-aid agreements with other UK police forces will need to be secured.⁷⁵ Mutual aid agreements are an arrangement between different police, fire and ambulance services to provide assistance with additional resource during an emergency which may overwhelm the

resources of an individual organisation. These agreements will result in additional costs due to the expense of accommodating officers who normally reside outside London. This will need to be drawn from the £600 million security budget.⁷⁶ Police forces across the country have carried out testing events to ascertain their capacity to enter into mutual aid agreements with the MPS for Games time. This is to ensure that business as usual can be maintained across the country.⁷⁷

Likewise, the LAS will enter into pre-planned or mutual-aid agreements for additional staff and equipment including ambulances.⁷⁸ The LAS currently estimates it requires 300 additional staff to cover expected Games time demand.⁷⁹ In its written submission to our review the LAS indicated that it is working with voluntary ambulance services, such as St John Ambulance and the British Red Cross, to understand their capacity to assist the LAS if required during the Games.⁸⁰ It expects its pre-planned aid agreements to be finalised in principle by the end of 2010.

In contrast, the LFB has indicated it will not need to enter into pre-planned mutual aid agreements during Games time to supplement its existing resources as it plans to utilise off duty personnel to cover any increase in demand.⁸¹

With less than two years to go until Games time it is reasonable for details of mutual aid agreements and HR policies to have not yet been finalised. However, in 12 months' time and with less than a year to go before the Games begin we expect greater clarity in these areas. Therefore the following milestones are proposed.

The LAS currently estimates it requires 300 additional staff to cover expected Games time demand.

Milestones for the next 12 months:

- 10. London's emergency and health service employers to have developed their systems for managing staff volunteering requests and leave during the Games period and the whole of 2012.**
- 11. Clarity of the impact that LOCOG's volunteering requirements will have on London's emergency and health services personnel capacity during Games time.**
- 12. London's emergency and health service providers to have finalised their pre-planned and mutual aid agreements with their UK counterparts.**

Conclusions and next steps

“With two years to go, I believe that we are in a good place in terms of our preparations while recognising that there still remains a lot to do” – Chris Allison, Assistant Commissioner, Metropolitan Police Service⁸²

The Committee recognises the hard work that has gone into preparations so far.

Stakeholders have assured the Committee that their preparations for the Games are on track and they are working to minimise its impact on business as usual services. The Committee recognises the hard work that has gone into preparations so far and welcomes the openness with which stakeholders have approached our review.

However, as we have identified in this report a large amount of work still needs to be done and we highlight a number of key milestones that London’s emergency services and others must work towards over the next year. They face a challenging task. Our report is designed to help clarify those challenges.

A large amount of work still needs to be done.

We look forward to continuing our dialogue with stakeholders and will seek their response to the milestones set out in this report. We will follow up our report in 2011 to find out whether these key milestones have been met and whether stakeholders are still on track for delivering business as usual during the Games.

Appendix 1: Key milestones for the next 12 months

Milestone 1: NHS London to provide details of a future public information campaign encouraging Londoners to use the most appropriate form of health service during Games time.

Milestone 2: London's emergency and health services to have carried out cross-organisational testing to assess their systems for providing a safe and secure Games to ensure that they work and dovetail into business as usual activity.

Milestone 3: Games time command and control arrangements to be finalised between stakeholders. This should include allocating key posts to named individuals.

Milestone 4: Following the ONS review of estimated visitor numbers, all of London's emergency and health services to have assessed the additional demands on their services during Games time and carried out detailed planning for how they will meet this demand.

Milestone 5: The GLA along with London boroughs to have finalised a calendar of events which will provide London's emergency and health services with a clear picture of the range, scale and location of events during 2012.

Milestone 6: London's emergency and health responders to assess the impact of the Olympic Route Network and the Paralympic Route Network on their response times and provision of services outside of the Games venues.

Milestone 7: The ODA, TfL and LOCOG to develop and release a public information campaign encouraging Londoners to take alternative forms of transport during Games time.

Milestone 8: Central government to have agreed final Olympic related funding allocations with London's emergency and health service providers.

Milestone 9: Details of London's emergency and health services budgets for delivering services during Games time to be made publicly available. This should include any expected funding gaps.

Milestone 10: London's emergency and health service employers to have developed their systems for managing staff volunteering requests and leave during the Games period and the whole of 2012.

Milestone 11: Clarity of the impact that LOCOG's volunteering requirements will have on London's emergency and health services personnel capacity during Games time.

Milestone 12: London's emergency and health service providers to have finalised their pre-planned and mutual aid agreements with their UK counterparts.

Appendix 2: How we conducted this review

Terms of reference for the review

The following terms of reference were agreed by the Committee at its meeting on 16 March 2010.

To examine:

1. What is the expected impact of the 2012 Olympic and Paralympic Games on London emergency services' ability to deliver services as usual?
2. Who is accountable for ensuring delivery of services as usual to Londoners and what are they doing to ensure services as usual are delivered for Londoners and visitors during the 2012 Olympic and Paralympic Games?
3. What milestones and planning assumptions are London's emergency services working towards in preparing for the Games?
4. What are the resource implications for delivering emergency services during the Games and how will these be managed?
5. What are the key issues facing London's emergency services in planning for the Games over the next 12 months?

Views from professional stakeholders

Information and views from professionals were sought in a number of ways: two formal public Committee meetings and a call for written views and information.

The Committee held a public meeting on 9 June 2010 with the following invited guests:

- Chris Allison, Assistant Commissioner, Metropolitan Police Service;
- Gary Dobson, Director of Operational Policy and Training, London Fire and Emergency Planning Authority;
- Peter Bradley, Chief Executive, London Ambulance Service NHS Trust; and
- Peter Thorpe, Head of Olympic Planning, London Ambulance Service NHS Trust.

The Committee held a second public meeting on 1 July 2010 with the following guests:

- Neale Coleman, Director of London 2012 Coordination, Greater London Authority;
- Dr Simon Tanner, Regional Director of Public Health, NHS London;
- Nancy Hallett, Chief Executive, Homerton University Hospital NHS Foundation Trust;
- Debbie Jevans, Director of Sport, LOCOG; and

- Chris Duffield, Chief Executive of City of London and Chair, London Local Authority Panel, representing London Councils at this meeting.

The following organisations responded to our call for written views and information:

- Ealing Hospital NHS Trust
- Department of Health
- University College London Hospitals NHS Trust
- Joint response from NHS London and London Ambulance Service
- Homerton University Hospital NHS Trust
- Metropolitan Police Service and Metropolitan Police Authority
- Olympic Delivery Authority
- Health Protection Agency
- Tube Lines
- NHS Haringey
- London Councils
- London Fire Brigade
- NHS Tower Hamlets
- Government Office for London
- British Red Cross
- Mayors Office
- Transport for London
- St John Ambulance
- Enfield NHS
- London Organising Committee of the Olympic Games

Information available online

Transcripts of public Committee meetings and the views from professional stakeholders are available online at <http://www.london.gov.uk/who-runs-london/the-london-assembly>

For further information or paper copies of any of the views and information sources listed above, please contact Sarah Hurcombe, Assistant Scrutiny Manager on 020 7983 6542 or email Sarah.Hurcombe@london.gov.uk

Appendix 3: Key stakeholders

Key stakeholders

Metropolitan Police Service (MPS): The MPS is responsible for delivering core policing during Games time as well as additional security requirements. Challenges during Games time include public order, crowd control, transport, road traffic, serious crime, emergency planning and counter-terrorism measures. The MPS and the Association of Chief Police Officers have created a joint team called the Olympic Policing Coordination Team (OPC) which is co-located with the Home Office's Olympic Security Directorate (OSD), the ODA and LOCOG in Canary Wharf. It includes representatives from the Fire and Ambulance service. The OPC is responsible for coordinating the national policing response to the Games.

London Fire Brigade (LFB): LFB is responsible for delivering effective operational contingency plans for all Olympic venues based on identified risks. During Games time it will coordinate a community safety programme targeted at local communities and visitors to the city. It has had a role in ensuring that regulatory fire safety and fire engineering measures are applied in the design and construction of all Olympic venues.

London Ambulance Service (LAS): The LAS is responsible for providing 24 hour ambulance cover during the Games. It is the lead UK Ambulance Service for the co-ordination of ambulance planning for the Games.

NHS London: NHS London is responsible for co-ordinating London's NHS to ensure the provision of excellent health services during the Games. Along with the Department of Health it held two needs assessment workshops earlier in the year to facilitate the planning of health service provision. A 2012 Programme Executive chaired by the Regional Director of Public Health for London has been set up in NHS London to take overall responsibility for the successful delivery of the programme in London.

Designated Olympic hospitals: Three hospitals (the Homerton, Barts and the London and University College London) have been designated as Olympic-Paralympic hospitals to provide dedicated care to athletes and the wider Olympic and Paralympic family. Visitors to London will be directed to the services closest to them.

London Organising Committee of the Olympic Games and Paralympic Games Limited (LOCOG):

LOCOG is responsible for preparing and staging the London 2012 Games. In regards to the provision of health services for the Games it is responsible for the medical services in the Games venues, for the athletes and in hotels for accredited persons as well as first aid services for spectators in ticketed areas. It is unclear how the required medical services will be provided. LOCOG is working with NHS London to fulfil the commitment that accredited persons will have access to free health care for emergency or urgent care at any one of London's 32 hospitals.

Mayor of London and the GLA family: The Mayor's responsibilities for the Games extend to the role of Transport for London (TfL), the London Development Agency (LDA) and the Olympic Delivery Authority (ODA). The Mayor of London and the GLA family work to ensure Londoners get the most possible benefit from the 2012 Games. The Mayor of London is Co-Chair of the Olympic Board. He has particular responsibility for ensuring that Londoners benefit as much and as widely as possible from hosting the Games in 2012.

The Mayor coordinates and hosts the City Operations programme on behalf of London 2012 (LOCOG and the ODA). City Operations will be responsible for how the capital operates during the Games outside the actual Games events themselves, including ensuring the continuity of local authority public services. During the Games they will be running a control centre alongside a number of other organisations such as TfL. Membership of City Operations include the GLA, LDA, TfL, LOCOG, ODA, GOE, MPS, Visit London, NHS London and a number of leading London boroughs.

London Boroughs: All London boroughs, including the five host boroughs, are responsible for ensuring their Local Resilience Forums carry out Games-related risk assessments and that emergency and continuity plans are in place for Games time. They will be responsible for managing local areas and local needs in regards to policing and emergency services.

Networks

Local:

- **Local Resilience Forums:** These statutory bodies, led by each Local Authority, include membership from the local PCT and emergency services. The Games are a standing item for some of these groups. They will carry out Games-related risk assessments and ensure that emergency and continuity plans are in place for Games time.

Regional:

- **London Regional Resilience Forum:** This is a partnership formed under the Civil Contingencies Act 2005. Membership includes first responders and category two responders (water and electricity companies), NHS London and the boroughs.
- **London Emergency Services Liaison Panel:** Membership includes the MPS, City of London Police, British Transport Police, the London Fire Brigade, the LAS, and local authorities.
- **City Operations Programme:** Hosted by the GLA, the City Operations programme will be responsible for how the capital operates during the Games outside the actual Games events themselves. It includes two work streams, one focused on the continuity of public services and the other on how the London experience during Games time. Membership includes the GLA, LDA, TfL, LOCOG, ODA, Government Olympic Executive, MPS, Visit London, NHS London and a number of London boroughs.
- **NHS London's 2012 Programme:** led by NHS London in partnership with key stakeholders including London PCTs, the LAS, acute trusts and the Health Protection Agency. The programme aims to co-ordinate the NHS response to the Games. This programme manages the NHS in London's relationship with key stakeholders such as LOCOG and the other emergency services.

National:

- **National Olympic Security Oversight Group:** This is a national information sharing forum at which all of London's emergency services are represented along with their colleagues from outside the capital.

Appendix 4: Orders and translations

How to order

For further information on this report or to order a copy, please contact Teja Kuncewicz on 0207 983 4510 or by email at: Teodozja.Kuncewicz@london.gov.uk

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If you, or someone you know, needs a copy of this report in large print or braille, or a copy of the summary and main findings in another language, then please call us on: 020 7983 4100 or email: assembly.translations@london.gov.uk.

Chinese

如您需要这份文件的简介的翻译本，
请电话联系或按上面所提供的邮寄地址或
Email 与我们联系。

Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਅਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

यदि आपको इस दस्तावेज़ का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফোন করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا مذکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Arabic

الحصول على ملخص لهذا المستند بلغتك،
فرجاء الاتصال برقم الهاتف أو الاتصال على
العنوان البريدي العادي أو عنوان البريد
الإلكتروني أعلاه.

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જોઈતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઇ-મેઈલ સરનામા પર અમારો સંપર્ક કરો.

Appendix 5: Principles of scrutiny

An aim for action

An Assembly scrutiny is not an end in itself. It aims for action to achieve improvement.

Independence

An Assembly scrutiny is conducted with objectivity; nothing should be done that could impair the independence of the process.

Holding the Mayor to account

The Assembly rigorously examines all aspects of the Mayor's strategies.

Inclusiveness

An Assembly scrutiny consults widely, having regard to issues of timeliness and cost.

Constructiveness

The Assembly conducts its scrutinies and investigations in a positive manner, recognising the need to work with stakeholders and the Mayor to achieve improvement.

Value for money

When conducting a scrutiny the Assembly is conscious of the need to spend public money effectively.

Endnotes

¹ These are commonly referred to as 'first responders'.

² *On time: London 2012 Olympic Route Network and Paralympic Route Network*, July 2010: <http://www.london2012.com/olympic-route-network/olympic-route-network-and-paralympic-route-network.pdf>

³ Written response, Assistant Commissioner Chris Allison, Metropolitan Police Service, 19 July 2010.

⁴ Olympic and Paralympic Health Programme, Information to support the planning for the potential impact of the Olympic and Paralympic Games on health services in London, NHS London.

⁵ <http://www.london2012.com/visiting/tickets/index.php>

⁶ Olympic and Paralympic Health Programme, Information to support the planning for the potential impact of the Olympic and Paralympic Games on health services in London, NHS London.

⁷ Transcript Health and Public Services Committee, 1 July 2010, p 29.

⁸ WorldPride will be held in the capital during the summer of 2012, just ahead of the London Olympic and Paralympic Games. Organised by InterPride, WorldPride promotes lesbian, gay, bisexual and transgender (LGBT) issues on an international level through parades, festivals and other cultural activities.

⁹ <http://www.travelsmart.gov.au/events/eightb.html>

¹⁰ *Aspects of Olympic Games Tourism*, Holger Preuss, p 1, available at: <http://www.docstoc.com/docs/3816568/Aspects-of-Olympic-Games-Tourism-Holger-Preuss-Johannes-Gutenberg-University>

¹¹ The "Games family" refers to competitors, team officials and other team personnel, technical officials, media, sponsors/suppliers/licensees as well as representatives and staff of the IOC and other persons at the Games as designated by the IOC.

¹² Written response, NHS London and LAS, 22 July 2010.

¹³ Transcript Health and Public Services Committee, 1 July 2010, p 2.

¹⁴ University College London Hospitals NHS Foundation Trust.

¹⁵ Transcript Health and Public Services Committee, 9 June 2010, p 16.

¹⁶ Transcript Health and Public Services Committee, 1 July 2010, p 7.

¹⁷ Transcript Health and Public Services Committee, 1 July 2010, p 25.

¹⁸ Transcript Health and Public Services Committee, 1 July 2010, pp 20-21.

¹⁹ *Healthcare for London Framework*:

<http://www.healthcareforlondon.nhs.uk/assets/Publications/A-Framework-for-Action/A-Framework-for-Action-pre-report-acute-care.pdf>

²⁰ Transcript Health and Public Services Committee, 9 June 2010, p 10.

²¹ *London 2012 Olympic and Paralympic Safety and Security Strategy*, Home Office, July 2009, p 3.

²² Transcript Health and Public Services Committee, 9 June 2010, p 11.

²³ *London 2012 Olympic and Paralympic Safety and Security Strategy*, Home Office, July 2009, p 11.

²⁴ Transcript Health and Public Services Committee, 9 June 2010, p 10.

²⁵ Transcript Health and Public Services Committee, 9 June 2010, p 10.

²⁶ Transcript Health and Public Services Committee, 9 June 2010, p 5.

²⁷ Written response, Assistant Commissioner Chris Allison, Metropolitan Police Service, 19 July 2010.

²⁸ Written response, LFB, April 2010.

²⁹ Transcript Health and Public Services Committee, 9 June 2010, p 26.

³⁰ Transcript Health and Public Services Committee, 9 June 2010, p 3.

³¹

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_117353

³² Transcript Health and Public Services Committee, 9 June 2010, p 24.

³³ Transcript Health and Public Services Committee, 9 June 2010, p 27.

³⁴ Transcript Health and Public Services Committee, 9 June 2010, p 31.

³⁵ Transcript Health and Public Services Committee, 9 June 2010, pp 26-27.

³⁶ Written response, Assistant Commissioner Chris Allison, Metropolitan Police Service, 19 July 2010.

³⁷ Written response, NHS London and the LAS, 22 July 2010.

³⁸ Written response, LFB, 5 July 2010.

³⁹ Written response, Red Cross, June 2010.

⁴⁰ Transcript Health and Public Services Committee, 1 July 2010, pp 4-5.

⁴¹ Transcript Health and Public Services Committee, 1 July 2010, p 5.

⁴² Written response, Red Cross, LFB, St John Ambulance, and MPS, April - May 2010. Transcript of Health and Public Services Committee, 1 July 2010.

⁴³ Transcript Health and Public Services Committee, 9 June 2010, p 2.

⁴⁴ Transcript Health and Public Services Committee, 1 July 2010, p 13.

⁴⁵ WorldPride will be held in the capital during the summer of 2012, just ahead of the London Olympic and Paralympic Games. Organised by InterPride, WorldPride promotes lesbian, gay, bisexual and transgender (LGBT) issues on an international level through parades, festivals and other cultural activities.

⁴⁶ Transcript Health and Public Services Committee, 1 July 2010, p 18.

⁴⁷ Written response, London Councils, May 2010.

⁴⁸ <http://www.london.gov.uk/priorities/art-culture/culture-2012/culture-diary>

⁴⁹ Written response, NHS London and LAS, 22 July 2010.

⁵⁰ Transcript Health and Public Services Committee, 9 June 2010, p 29.

⁵¹ Transcript Health and Public Services Committee, 9 June 2010, p 2.

⁵² Transcript Health and Public Services Committee, 1 July 2010, p 17.

⁵³ Transcript Health and Public Services Committee, 1 July 2010, p 17.

⁵⁴ <http://www.london2012.com/making-it-happen/transport/olympic-route-network.php>

⁵⁵ Written response LFB, 5 July 2010.

⁵⁶ Transcript Health and Public Services Committee, 9 June 2010, p 23.

⁵⁷ Written response, MPS and MPA, 6 May 2010.

⁵⁸ Written response, MPS, 19 July 2010.

⁵⁹ Written response, LFB, 5 July 2010.

⁶⁰ Olympic and Paralympic Health Programme, Information to support the planning for the potential impact of the Olympic and Paralympic Games on health services in London, NHS London, p 24.

⁶¹ Health Service Journal, 28 January 2010, p 9.

⁶² Written response, NHS London, May 2010.

⁶³ Transcript Health and Public Services Committee, 1 July 2010, p 5.

⁶⁴ Transcript Health and Public Services Committee, 9 June 2010, p 31.

⁶⁵ Mutual aid agreements are an arrangement between different police, fire and ambulance services to provide assistance with additional resource during an emergency which may overwhelm the resources of an individual organisation.

⁶⁶ London 2012 *Olympic and Paralympic Safety and Security Strategy*, Home Office, July 2009, p 18.

⁶⁷ Written response, the Red Cross, June 2010.

⁶⁸ Written response, LOCOG, May 2010.

⁶⁹ Transcript Health and Public Services Committee, 1 July 2010, p 27.

⁷⁰

http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_117707

⁷¹ *Guidelines for Employers*, Department of Health, July, 2010:

http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_117707

⁷² Written response from MPS and MPA, May 2010 and Transcript Health and Public Services Committee, 9 June 2010, p 18.

⁷³ This term refers to when officers are withdrawn from borough operations to police special events such as protests.

⁷⁴ Transcript Health and Public Services Committee, 9 June 2010, p 23.

⁷⁵ Written response, MPS and MPA, May 2010.

⁷⁶ Transcript Health and Public Services Committee, 1 July 2010, p 19.

⁷⁷ Transcript Health and Public Services Committee, 9 June 2010, p 9.

⁷⁸ Transcript Health and Public Services Committee, 9 June 2010, p 13.

⁷⁹ Transcript Health and Public Services Committee, 9 June 2010, p 17.

⁸⁰ Written response, NHS London and LAS, May 2010.

⁸¹ Written response, LFB, 5 July 2010.

⁸² Written response, MPS, July 2010.

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