

**Written submissions received for the London Assembly's investigation
into London's emergency and health services' preparations for 2012
Olympic and Paralympic Games
Part III**

Evidence for the Health and Public Services Committee

Review into how London's emergency
services are working together to ensure
delivery of services during the 2012
Olympic and Paralympic Games

Protect – Policy

22nd April 2010

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Background

1. From the announcement of the success of the London 2012 Olympic bid in 2005 the London Fire Brigade (LFB) has supported and actively engaged in the aim of the Olympic Board to 'host an inspirational, safe and inclusive Olympic Games and Paralympics and leave a sustainable legacy for London and the UK'.
2. A full time LFB project team has been working on the Olympics since 2006 with officers embedded in external organisations to provide a coordinated approach to planning.
3. The London Fire Brigade's work in planning for the London Olympics and Paralympics 2012 also includes the coordination of the local and Fire and Rescue Service national response. This includes operational planning, safety, security and resilience issues, regulatory fire safety, the development of the Olympic venues, the running of events in 2012, and longer term legacy issues.
4. The objectives of the LFB planning for the London Olympics and Paralympics are to:
 - Deliver effective operational contingency plans for all Olympic venues based on the identified risks and the measures required to manage these to ensure a safe Games for all, whilst still providing an excellent service for the people of London
 - Coordinate a community safety programme by further developing relationships with local communities and targeting visitors to the city over the Olympic period.
 - Strive to ensure that regulatory fire safety and fire engineering measures are applied in the design and construction of all Olympic venues including temporary and permanent build to ensure a safe Games and lasting legacy for the people of London
5. The London Fire Brigade has developed a concept of operations that describes how it will operate during the Games period to ensure that it can meet commitments for the Games period and also provide as normal a service as possible for London.
6. During the Games period the London Fire Brigade will introduce a number of measures specifically for the Olympics and Paralympics. These will include dedicated operational resources for the Olympic Park, a full time command structure, operational resources for all competition venues outside of the Olympic Park, and operational contingency plans for all Games venues and events. All of these measures are being developed with partner agencies to ensure a coordinated approach to planning for the Games.
7. The London Fire Brigade has contributed to the development of the Olympic Security and Safety Plan, the Olympic and Paralympics Concept of Operations, the Olympic Security and Safety Risk Assessment, and the Games Continuity Risk Assessment

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Question 1: What is the expected impact of the Games on London emergency and health services ability to deliver services as usual?

8. The London Fire Brigade is fully committed to delivering a high quality service to the people of London during the Olympic Games and Paralympics. This has been recognised as a major benefit of the LFB Olympics and Paralympics Project which states that "Delivery of services to London will be maintained through Games Time"
9. The detail of the impact of the Games on the London Fire Brigade is not yet fully available as there are still a number of uncertainties around venues, competition schedules, transport provision and infrastructure, numbers of visitors, the cultural Olympiad and live sites around London.
10. Notwithstanding the lack of detail in some areas the London Fire Brigade is planning for the Games based on the information known, agreed planning assumptions, and the possible impact of these on our ability to respond to emergencies.
11. The areas that will impact on the London Fire Brigade include the
 - sporting competitions and venues,
 - cultural Olympiad and 'live sites,'
 - the influx of visitors across the city,
 - the Olympic Route Network,
 - changes to the transport infrastructure,
 - any other changes to London for the infrastructure needed to support the Games.
12. The most quantifiable impact at present is the sporting venues and the resources that the London Fire Brigade is proposing to provide to these whilst events are taking place. We are committed to having a full time operational presence within the Olympic Park for the duration of the Games. Our resources will be located within temporary deployment bases in the Olympic Park and provide a 24/7 response for the duration of the Games period. We will also have operational resources standing by at the competition venues outside of the park while events are taking place.
13. These arrangements will be overseen by the multi agency command and control structure that will be in place for the Games to deal with any Olympic and other major incidents that may take place in London during this period. To support this the London Fire Brigade will have a number of officers taking up full time command roles for the Games period for example in the Police Special Operations Room. We will also establish Gold teams as part of our internal Strategic Response Arrangements.
14. We are currently unable to fully quantify the impact of the Cultural Olympiad due to the present lack of detail around this area. What is known is that there will be a significant number of official and unofficial events taking place across London which will require an input from the LFB. Currently we deal with approximately 400 events annually in the Central London area by providing operational event plans. Sometimes we also re-deploy resources to provide better operational coverage. Any potential increase in activity due to the Olympics is still to be determined.

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15. The influx of visitors across the City will also provide us with significant challenges. Information gained from previous Olympics suggests that due to the cost and lack of hotel accommodation people frequently stay in unregulated accommodation established for the Games. As the number of visitors is not yet quantifiable and any accommodation 'gap' has not yet been identified the impact of this is still to be determined.
16. Transport is a key factor in the success of the Games and also a deciding factor in our ability to deliver normal services. Any changes to the road infrastructure as a result of the Olympic Route Network may impact on attendance times for London Fire Brigade operational resources. Although information has been provided about the location of the Olympic Route Network, decisions have not yet been taken about the proposed changes that will take place. These will obviously have an impact on the London Fire Brigade as the proposals directly affect 18 of our fire stations.
17. The Greater London Assembly (GLA) led City Operations Group will be instrumental in understanding the potential impact on the London Fire Brigade as their coordination function for cultural events in London develops in the run up to the 2012 Games.

Question 2: What is your role in ensuring delivery of health and emergency services as usual during the Games and what are you doing to meet these responsibilities?

18. The London Fire Brigade role during the Games will be to provide high quality levels of emergency services across London while supporting a safe and secure Olympic Games and Paralympics. Work is underway to ensure that the operational response provided for the Games by the LFB has a minimal impact on our high quality levels of service.
19. Having identified the areas of impact of the Games (Question 1) the London Fire Brigade has been working on what it can do to mitigate the impact of the Games on our normal service delivery to London.
20. **Sporting Competitions and Venues:** We are carrying out a resource modelling exercise to identify the best way to staff our Olympic proposals while causing the minimum of impact for business as usual activities..
21. Risk modelling work has been commissioned internally to profile the provision of our Strategic Resource and standby appliances around the Olympic and Paralympic competition venues outside of the Olympic Park. Strategic Resource allows a systematic and controlled release of operational assets to engage in non emergency core business whilst maintaining optimum emergency cover for the rest of London.
22. Having learned from other major events we have established additional Fire Safety Regulatory posts as part of our Olympics and Paralympics Project Team which are funded by CLG. These officers work with the Olympic Delivery Authority (ODA), London Organising Committee for the Olympic Games (LOCOG) and other partners and are able to influence the built environment for Games venues ensuring that they are safe for use during Games time and minimising the likelihood and impact of any fires during this period.
23. Our command and control structures for the Games period will be based on the LFB Strategic Response Arrangements which is our scalable Gold level command strategy. Work is underway to ensure that this provides the necessary structure for the Games period with the least impact

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on our normal levels of service. The London Fire Brigade is also working with the Chief Fire and Rescue Advisor on proposals to staff the National Olympic Coordination Centre (NOCC). We are seeking to develop a national resilience structure for the NOCC rather than introduce a methodology where the burden falls only on London Fire Brigade.

- 24. Cultural Olympiad/Live Sites:** Although there are a considerable number of unknowns we have taken steps to mitigate any impact on our normal services. Through the funding we receive from CLG we have appointed a dedicated officer to work on developing the event and operational contingency plans we will be providing for all official LOCOG sponsored events. We have recognised that this is over and above what our event planning team would normally be preparing for and have ensured that their work is not impacted on by the Games
25. To identify the possible impact of these events and gain a greater understanding of them we have officers working with LOCOG. We are also part of the City Operations Programme which will provide the events coordination function.
- 26. Influx of visitors across the City:** The impact of this is as yet unknown but the London Fire Brigade has put measures in place to mitigate any impact on our normal services. Work has been progressed by the provision of additional resources for our Community Safety and Fire Safety Regulation departments from the funding we have received from CLG for Games planning.
27. These officers have identified a number of areas that we will target through our community safety initiatives as part of a programme for a safer London and a safe Games during 2012. We are planning to provide appropriate safety messages on these risk areas to reduce the likelihood of fire and any subsequent impact on our services.
- Sleeping Risk - The increased numbers of visitors to London will require accommodation. This may lead to a number of scenarios where the risk from fire whilst sleeping is increased due to:
 - Unlicensed houses of multiple occupation (HMO's)
 - Poorly administered hotels / hostels
 - Owners / occupants letting single rooms within dwellings
 - Use of unusual and unregulated sleeping accommodation such as garages
 - Use of tents, caravans, motor homes, barges, squats and cars
 - Rough sleeping
 - Unfamiliarity of overseas visitors with fire safety and escape procedures and the means for summoning assistance in the event of a fire
 - Additional events associated with the Olympic and Paralympic Games:
 - It is anticipated that there will be numerous celebratory events throughout London. Some of these will be organised and regulated; others may be small-scale and ad-hoc
 - There may be increased risk through use of fireworks and BBQs, unlicensed social events and street parties
 - Enhanced partnership working:
 - We have identified key external stakeholders and are at the forefront of the establishment of a multi-agency stakeholder community safety forum
 - Application has been made for use of the Olympic "Inspire" branding, we will use this branding to achieve buy-in from staff, raise the profile of LFB as a partner agency and give an Olympic feel to community safety initiatives associated with or resulting from the Games
 - Over the next two years, we will brief and consult communities through existing engagement vehicles and maximise the use of station based staff

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- In the run-up to and during the Games it will be necessary to conduct engagement to explain planned actions to communities and ensure messages regarding safety and activities are relayed to those groups
- It is also vital to make sure these messages are accessible and that groups representing harder to reach communities and diversity groups are consulted

28. **The Olympic Route Network:** The London Fire Brigade has already responded to the consultation so far on the impact of the Olympic Route Network (ORN) and the Olympic Delivery Authority Transport Plan. As the proposals become more detailed we will continue to review the impact on us in consultation and take appropriate remedial action.

29. **Changes to the Transport Infrastructure:** Additional Fire Safety Regulation officers have been put in place to reduce the impact of the physical changes to the transport infrastructure for the Games. This is proving effective as they are involved at an early stage of the design and development process. Early work has so far included the physical changes to the West Ham ramp and the road networks around the Olympic Park.

30. **Any other changes to London for the infrastructure needed to support the Games.** We are taking this work forward through the ongoing engagement we have with the ODA, LOCOG and other partners. When more detailed information becomes available it will be fed back into the internal LFB project for action. Details on how we engage with partners are included in the response to question 5.

31. Additionally the London Fire Brigade is engaging with the Vancouver Fire Services to understand the impact of the 2010 Games on the City of Vancouver and surrounding locations. Limited information is also available from other host cities such as Sydney, Athens and Beijing (Summer 2000, 2004 and 2008 Olympic and Paralympic Games) and Manchester and Melbourne (2002 and 2006 Commonwealth Games).

Question 3: What milestones and planning assumptions are London's emergency and health services working towards in preparing for the Games?

32. The London Fire Brigade has identified planning assumptions from a number of sources to work towards the delivery of a safe and secure games for 2012. We are also fully integrated into the planning assumptions developed by LOCOG and the Olympic Security and Safety Programme (OSSP).
33. These planning assumptions have been developed based on external requirements such as the Olympic and Paralympic Security and Safety Strategy, the Olympic and Paralympic Concept of Operations, information provided to the International Olympic Committee (IOC) as part of the bid documentation, IOC Technical Bulletins and the Olympic and Paralympic Security and Safety Programme projects.
34. Internal planning assumptions have also been identified based on previous best practice from involvement in large scale events and major construction projects, and also lessons learned from previous Games.
35. The London Fire Brigade has established an Olympics and Paralympics Project that is split into three work streams:

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- Operational Resources
- Operational Response
- Protection and Prevention

Each of these work streams has an individual plan that is co-ordinated by an overall project plan that includes the critical path for delivery.

36. The project was set up to ensure that the London Fire Brigade delivers its external requirements while working with partner agencies and also manages the efficient discharge of its own internal requirements. One of the major deliverables in the benefits plan is to deliver against the impacts identified in Question 1 while maintaining the same high quality service to the people of London during the Games.
37. It should be noted that due to the changing nature of the planning process for the Games these planning assumptions and milestones will be reviewed in line with national guidance and timetables.

Question 4: What are the resource implications for delivering emergency and health services during the Games and how will these be managed?

38. The London Fire Brigade is developing a number of resourcing options to provide a full time operational response to the Olympic Park for the Games, to provide operational resources at all competition venues outside of the Olympic Park whilst they are in operation, and mitigate any impact on the level of service normally provided. Proposals are being developed that use existing practises such as our previously mentioned Strategic Resource Arrangements to limit the impact on business as usual.
39. A resource management exercise is currently taking place to identify how to provide the full time Olympic Park operational response and the pan London Command and Control structure with the least impact on service levels. The outcomes of this will be decided in the coming months following examination of a number of options and an analysis of the impact of this on the high quality service provisions of the London Fire Brigade.
40. Additional resources have been provided for the progression of Games planning from a central government grant provided by CLG. This has allowed for dedicated additional resources to be provided not only for the Olympic Project Team but also within LFB departments such as Community Safety, Fire Safety Regulation, Training and Operational Planning. This has allowed the work identified in the first four questions of this paper to be progressed.
41. The London Fire Brigade is funded by CLG for Olympic and Paralympic planning but not to the extent we consider necessary for the volume of work required. Due to a shortfall of funding we have had to prioritise Olympic project work and allocate resources accordingly. There are some objectives of our work that have not as yet been achieved due to this shortfall in funding and subsequent prioritisation of work. .
42. Funding provided for the CSR07 period amounted to £2,578,000 against a bid of £3,191,601, leaving a shortfall of £613,601 Funding for 2011/12 and 2012/13 is still under discussion. An estimate of funding for the next CSR period has been provided by CLG following a budget submission we made to them in 2008. This submission was for £4.4m to cover planning and

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delivery costs for the 2 year period. CLG have provided an indicative figure which is approximately £900,000 below the requirement that had been identified by the London Fire Brigade. The current CLG estimate also came with a caveat that the final position will be based on affordability at the time. If sufficient funding is not secured this will obviously impact on the London Fire Brigade's ability to plan and deliver not only its requirements for the Games but also its plans to ensure that there is a minimal impact on our high quality service to the rest of London.

Question 5: What coordination arrangements are London's emergency and health services entering into with other relevant stakeholders to ensure delivery of services as usual during the Games?

43. The London Fire Brigade is fully integrated into the Olympic Security and Safety Programme (OSSP) with its partner agencies both locally and regionally. We have identified the projects under the OSSP that require fire service involvement and reflected these in the internal London Fire Brigade Olympics and Paralympic project to ensure a coordinated planning approach. This includes projects such as Olympic Resilience, Demand and Resource, CBRN(E), and National Coordination.
44. The London Fire Brigade has a number of officers embedded with partner agencies to ensure that planning is integrated. This includes officers working with the Olympic Police Coordination Team, the MPS London Olympic Operational Planning Team, the Olympic Delivery Authority and the London Organising Committee for the Olympic Games.
45. The London Fire Brigade Olympic Project Team also engages in regular contact with emergency services counterparts outside of the formal meetings and governance structure. This has been integral in establishing and developing excellent working relationships and providing a commonality of approach to much of the planning.
46. The London Fire Brigade is the lead UK Fire and Rescue Service for the coordination of fire service planning for the Games. As such we regularly hosts meetings of all UK Fire and Rescue Services (including the devolved administrations of Scotland and Wales) to disseminate information on preparations for the Games and provide a commonality of planning across the Fire Service.
47. During the Games the LFB will be an operational partner in the National Olympic Coordination Centre (NOCC). We are embedded in the work to plan the functional requirements of the NOCC as part of the National Coordination Project (reporting to the Olympic Command, Control and Coordination Board of the OPSSP). We will facilitate representation of all UK Fire and Rescue Services within the NOCC during the Games.
48. The London Fire Brigade Emergency Planning Department has been instrumental in developing the City Operations arrangements for Command, Control and Coordination (C3). Using the London Local Authority Command and Control model we have been working with the GLA to develop a C3 solution for the City Operations programme. Through the multi agency user requirements group London Fire Brigade Emergency Planning will ensure that the Gold Arrangements currently in place to deal with a crisis are tightly coupled with the arrangements that will be in place for the day to day running of the Games.

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49. As previously mentioned the London Fire Brigade is a participant in the GLA run City Operations programme ensuring coordinated London wide planning outside of the more venue specific operational planning.
50. We are also involved in many other stakeholder forums involved in planning for the Games these include the Wider Partnership Group, the Olympic Coordination Zone, Maritime Safety, National Olympic Security Oversight Group, London 2012 Forum, London Councils, Joint Local Authority Building Control, Joint Local Authority Regulatory Services.

Question 6: What are the key issues facing London's emergency and health services in planning for the Games over the next 12 months?

51. The key issue for the London Fire Brigade over the next 12 months will be access to additional information to fill in the gaps highlighted in Question 1. Without the detail around these areas it will be difficult to plan the mitigation required and ensure that high quality service levels are maintained.
52. **Sporting Venues and Competitions** – The confirmation of all sporting venues and their layouts, competition schedules and routes of the road races is required to ensure that appropriate plans are in place.
53. **Cultural Olympiad, live sites** – Confirmation of the LOCOG planning requirements including the type, location, duration, crowds etc for these events are needed to allow us to plan against this and ensure that any impact on the surrounding areas and our ability to respond to incidents is managed at an early stage.
54. **Influx of visitors into the city** – Further identification of the expected numbers of people, modelling of movements, accommodation requirements, impact on local services, impact on transport infrastructure etc is required to allow us to identify and plan against the expected impact.
55. **The Olympic Route Network** – Confirmation on the proposed changes to the road transport system brought about by the Olympic Route Network is needed as soon as possible. Without this information we can not model how we will resource competition venues and ensure the minimum impact on our attendance times.
56. **Changes to the Transport Infrastructure** – Any changes will impact on how we deliver our services. Information is needed to ensure that we can respond to these critical parts of the infrastructure. It is not yet clear how this work is coordinated across London outside of the OSSP Transport Security Project.
57. **Any other changes to London for the infrastructure needed to support the Games** – Early identification of any changes to London's infrastructure is required as early as possible to ensure that robust planning can take place to mitigate any impact on normal service responses.
58. **Funding is a key issue facing the London Fire Brigade.** We have currently been provided with funding from a CLG government grant for the CSR07 period which amounted to £2,578,000 against a bid of £3,191,601, leaving a shortfall of £613,601 as previously mentioned. Funding for years 2011/12 and 2012/13 is still uncertain. As previously mentioned an estimate of funding to be provided for the next two years has been provided by CLG with an approximate shortfall of £900,000. Progress needs to be made to secure a sufficient grant to ensure that the work involved in planning and delivery a safe Games whilst maintaining a high quality service to London can be maintained.

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Additional Evidence for the Health and Public Services Committee

Review into how London's emergency
services are working together to ensure
delivery of services during the 2012

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5 July 2010

Introduction

1. This paper is for the London Assembly Health and Public Services Committee to assist in their review of how London's emergency and health services are working together to ensure the delivery of services as usual during the 2012 Olympic and Paralympic Games
2. London Fire Brigade (LFB) previously provided full written evidence in May 2010 and attended the Public Scrutiny Committee in July 2010, responding to the six initial questions asked by the committee.
3. This paper provides additional information as requested by the Chair of the Committee, James Cleverly, in a letter to the London Fire Commissioner on 1 July 2010.
4. The additional information was requested on timelines and key milestones over the next 12 months with regards to:
 1. Securing any funding required for your service's Olympic requirements;
 2. Finalising pre-planned aid;
 3. Plans to test your service's readiness for the Games; and
 4. Agreement of planning assumptions regarding the potential impact of the Games on your service.

1: Securing any funding required for your service's Olympic requirements

5. The London Fire Brigade (LFB) met with Communities and Local Government (CLG) and the Chief Fire and Rescue Advisory Unit (CFRA) on 16 June 2010 to discuss the provision of funding for 2011/12 and 2012/13 and the process for submitting a business case for this period.
6. This followed work that took place in 2008 with regards to our bid for external funding for the CSR07 period and the 2011/12 and 2012/13 periods. The outcome of this was an unhypothecated grant settlement of £2.57m for the CSR 07 period which was approximately £600,000 short of requirements. For the 2011/12 and 2012/13 periods we were informed that future grant settlements were dependent on CLG affordability nearer the time and the submission of a further business case in support of this, but that an early estimate would be provision of a grant of £3.4m which was £900,000 short of requirements.
7. The outcome of the meeting with CLG is an agreement that we will develop a business case template for the submission of Games time funding requests for all UK fire brigades to use. This will be agreed with CLG and then a completed business case will be submitted to CLG by each FRS hosting Olympic events.
8. The timescales we are working to are that we will agree this business case template with CLG by the end of July 2010 and then submit a completed version in September 2010 for CLG to consider as part of the autumn spending review.
9. We will also be carrying out an internal exercise on the prioritisation of our planning and delivery for the 2011/12 and 2012/13 periods based on the previous figures from CLG

2: Finalising any pre-planned aid.

10. The LFB has no plans to use pre-planned mutual aid during Games Time to supplement its existing resources.
11. Our resourcing model involves the use of off duty personnel to provide a full time operational response to the Olympic Park for the Games period and the use of our Strategic Resource Arrangements to provide operational resources at all competition venues outside of the Olympic Park.
12. Strategic Resource allows a systematic and controlled release of operational assets to engage in non emergency core business whilst maintaining optimum emergency cover for the rest of London.
13. This approach will ensure that there is minimal impact on the normal high quality service we provide to London and also that there is no requirement for the deployment of pre-planned mutual aid.
14. If at any time during the Games period additional resources are required to support the London Fire Brigade in dealing with large scale incidents the existing arrangements established by the Fire and Rescue Services Act 2004 would be invoked

3: Plans to test readiness for the Games

15. The LFB has established a workstream as part of its own Olympics Project to specifically develop and manage its testing and exercising requirements for the Games.
16. The lead officer for this work stream represents the LFB on the Olympic Safety and Security Exercise and Testing Board which is part of the Olympic Security and Safety Programme.
17. Testing and exercising will be critical to ensure that the LFB is fully prepared for the Games and will be an ongoing over the next two years. Our programme includes external exercises, to test multi agency preparations and coordination, and internal exercises where we can overlay an Olympic or Paralympic theme to ensure that we are fully prepared for Games time.
18. A major part of this work is the identification of the internal and external test and exercise opportunities and the coordination of our response to these to ensure that all of our planning assumptions are tested in a coordinated fashion.
19. For the next 12 month period the London Fire Brigade will be engaged in the following internal and external exercises. This is an ongoing piece of work which is being developed and updated on a regular basis.

Exercise/Test	Lead Agency	Date
Exercise Milo	HPA	July 2010
Exercise Citius Torch	OPCT	July 2010
Exercise Podium	BTP	July 2010
Exercise Pitch	BTP	29 July 2010
Notting Hill Carnival	MPS	27 Aug 2010
36 hour USAR 1	LFB- Rescue Skills	29 Oct 2010
36 Hour USAR 2	LFB- Rescue Skills	21 Jan 2011
36 Hour USAR 3	LFB- Rescue Skills	18 Feb 2011
36 Hour USAR 4	LFB- Rescue Skills	4 March 2011
Exercise Watermark	DEFRA	4 March 2011
36 Hour USAR 5	LFB- Rescue Skills	1 April 2011
Newham Multi Agency	Newham EP	April 2011
Argon Shield	MPS	3 April 2011

4: Agreement of planning assumptions regarding the potential impact of the Games on your service.

20. As stated in our written evidence, the LFB has identified planning assumptions from a number of sources to assist it to work towards the delivery of safe and secure games for 2012.
21. These planning assumptions have been developed based on external requirements such as the Olympic and Paralympic Security and Safety Strategy, the Olympic and Paralympic

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Concept of Operations, information provided to the International Olympic Committee (IOC) as part of the bid documentation, IOC Technical Bulletins and the Olympic and Paralympic Security and Safety Programme projects.

22. Internal planning assumptions have also been identified using best practice from previous involvement in large scale events and major construction projects, and also by using lessons learned from past Olympic and Paralympic Games.
23. However, the full impact of the Games on the LFB is not yet known as there are still a number of uncertainties around planning assumptions.
24. In some cases the LFB expects that these planning assumptions will not be realised until the day that the Games start. One of the most significant lessons we have learnt from previous Games is that flexibility is needed in planning because of the continually changing background to planning assumptions.
25. The table below shows areas of the project that will impact on LFB planning assumptions, as stated in previous evidence, along with the relevant milestones for each area.

Project area that could impact planning assumptions	Milestones
Sporting competitions and venues	Through engagement with the London Organising Committee for the Olympic Games (LOCOG) we expect to have the completed list of competition venues and schedules by the end of 2010
Cultural Olympiad and 'live sites'	Through engagement with the GLA City Operations programme and specifically the London Events Coordination Calendar (LECC) we will start to form a common picture of all London events for the from the 1 May 2012 until the 31 October 2012. This will be a continual process through to 2012 but the first round of data collection will conclude on the 31 December 2010.
Influx of visitors across the city	Through engagement with the GLA City Operations programme and specifically the LECC we will have a continually developing common picture of an estimate of the numbers of visitors across the City.
Olympic Route Network	The next stage of consultation to the Olympic Route Network is scheduled for October 2010. Once this has been completed the LFB is expecting to be able to begin detailed work on the impact of this with our risk modelling consultants. This will be an ongoing process.
Changes to transport infrastructure	The LFB Fire Safety Regulation team is being consulted and is engaged in discussions on any changes to transport infrastructure. Although we are not working to specific milestones, LFB officers are embedded in relevant external organisations to ensure the organisation is prepared to react and manage any possible impact on the service at the earliest opportunity.
Any other changes to London for the infrastructure needed to support the Games.	Through engagement in the City Operations Programme, specifically the Public Services Working Group, we are able to identify any issues and react to these in good time despite there being no clear milestones.

1. *What is the expected impact of the Games on London emergency and health services' ability to deliver services as usual?*

The 2012 Olympic Games are expected to have an impact on London's emergency and health services due to the increased number of visitors to the capital. However, it is not envisaged to be as significant as the impact of the recent flu pandemic and severe weather, where many emergency and health services introduced additional services and business continuity measures to cope.

Athletes and individuals involved in the Games will have separate medical services provided, however there is a potential for disruption to the local area and a heightened risk of mass casualty incidents.

2. *What is your role in ensuring delivery of health and emergency services as usual during the Games and what are you doing to meet these responsibilities?*

NHS Tower Hamlets is a 'category one' responder and has a key role in planning and responding to major incidents at a local level. This includes maintaining public awareness and making arrangements to warn, inform and advise the public.

All NHS Trusts have a responsibility under the Civil Contingencies Act 2004 to plan for responding to incidents. As part of our responsibility, NHS Tower Hamlets has emergency and business continuity plans in place to deal with major incidents. It will be planning, together with local and London-based stakeholders, for the provision of normal and additional services required during the 2012 Games. NHS Tower Hamlets will work closely with our partners, such as Barts and The London NHS Trust, to ensure business continuity measures are in place to provide services effectively during periods of disruption.

3. *What milestones and planning assumptions are London's emergency and health services working towards in preparing for the Games?*

NHS Tower Hamlets is participating in planning with NHS London and local stakeholders. A number of milestones and planning assumptions have been set including the need for up-to-date and tested emergency and business continuity plans including heat wave plans, an audit of lockdown procedures and mass evacuation plans.

NHS Tower Hamlets will undertake an additional training and exercise programme during 2011-12 to ensure staff and stakeholders are familiar with specific event plans, as well as refresh emergency planning and business continuity arrangements.

E-learning on emergency planning has been developed to raise staff awareness of emergency preparedness and responding to major incidents.



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4. *What are the resource implications for delivering emergency and health services during the Games and how will these be managed?*

The main resource implications will be availability of staff and transport during the Games. Tower Hamlets is adjacent to Newham, where the majority of the Games are being held, and it is envisaged that the transport infrastructure will be impacted by the large numbers of visitors to the area. Staff may also wish to visit the Games and related events, yet, it is essential to maximise availability during this period in order to maintain normal services and to respond to additional pressures. As during the flu pandemic, monitoring of resources (staffing levels, stock piles of consumables, equipments) will be carried out on a regular basis through regular internal and multi-agency meetings.

5. *What co-ordination arrangements are London's emergency and health services entering into with other relevant stakeholders to ensure delivery of services as usual during the Games?*

London NHS is co-coordinating the emergency planning arrangements for the Olympics being undertaken by all acute Trusts and Primary Care Trusts across London. NHS Tower Hamlets takes part in NHS London emergency planning meetings and has regular emergency planning meetings with local stakeholders. NHS Tower Hamlets built up an excellent working relationship with local stakeholders during the flu pandemic planning and response, including local faith forums. We will build on the co-ordination arrangements used during the pandemic to ensure delivery of services and business continuity during the Games.

NHS Tower Hamlets has an emergency planning steering group attended by local stakeholders and has a key role in liaising with our Community Health Services and Barts and The London NHS Trust to ensure the local delivery of healthcare. NHS Tower Hamlets participates in the Borough Emergency Management Forum led by the London Borough of Tower Hamlets. Planning meetings across PCTs in the Inner Northeast London sector are being arranged.

6. *What are the key issues facing London's emergency and health services in planning for the Games over the next 12 months?*

Over the next 12 months, the key issues facing London's emergency and health services in planning for the games include

- Having robust emergency and business continuity plans that are tested
- Managing and responding to terrorist attacks and handling mass casualties.
- Ensuring that health services are able to provide healthcare for visitors that are unwell



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Interim Chair: Alastair Camp
Commissioning Executive Committee Co Chair: Lucy Marks
Acting Chief Executive: Andrew Ridley



James Cleverly

Chris Hayes
Regional Director
Government Office for London
8th Floor
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Tel: 020 7217 3151
Fax: 020 7217 3172
Date: 18 May 2010

Dear Mr Cleverly

Call for views and information for the London Assembly's Health and Public Services Committee

Thank you for your letter of 11 May 2009, inviting views on how London's emergency services are working together to ensure the delivery of services as usual during the 2012 Olympic and Paralympic Games (the Games).

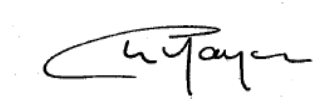
The size, complexity and duration of the Games potentially presents challenges for London's health and emergency services. I am aware that you have approached these service providers directly who will be able to provide specific responses on the impact to their sectors and services.

Government Office for London's London Resilience Team, has been commissioned through the Olympic Safety and Security Programme (OSSP) to coordinate Olympic resilience planning for London. The objective is to ensure that London has the appropriate plans and capabilities in place to respond to an emergency (such as flooding) during the Games. The London Resilience Team is using the existing well established structures of the London Resilience Partnership and London Regional Resilience Forum (<http://www.londonprepared.gov.uk/>) to work closely with London's emergency responders (including emergency services, local authorities and health bodies), as well as the agencies who support the emergency response (e.g. utilities and transport operators).

London has well-established, tried and tested emergency response arrangements in place. These arrangements will continue to be used during the Games but we are also working with the architects of the Olympics coordination arrangements and Olympics structures (such as LOCOG and the GLA led City Operations) to ensure that the arrangements continue to be robust and effective during the Games.

To facilitate this we have produced bespoke planning assumptions for Games Time which articulate the challenges London's emergency responders may face (Guidance for Planners) and have established a programme of work to ensure that appropriate plans and capabilities are in place (by September 2010) and tested by January 2012. Clearly we will need to continually monitor the priorities and planning assumptions to ensure that they reflect changing circumstances and remain fit for purpose.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Chris Hayes', with a stylized, flowing script.

Chris Hayes
Regional Director

British Red Cross consultation to the GLA review of how London's Emergency Services are working together to ensure the delivery of services during the 2012 Olympic and Paralympic Games

1. What is the expected impact of the Games on London emergency and health services ability to deliver services as usual?

Current planning assumptions are not clear as to what the impact will actually be. Detailed modelling is yet to be made available identifying the population increase over the Games period, and the associated impacts from Ramadan, cultural and community events, congestion etc. What is generally assumed and agreed by all is that demand for services will be significantly increased. Previous Games have shown approximately a 10% increase in ambulance service demand, which is one basis to work from. The ODA transport plan provides the most detailed modelling for movement on the transport network and is an excellent tool in further planning. The general assumption is increased demand with stretched resources, potentially impacted as a result of volunteer schemes for the Games and individuals desire to attend and be a part of the Games themselves.

Demand for ambulance service support is also likely to be increased at transport stations and hubs, where it is anticipated that trains will be packed full and running frequently through the station. The sheer volume of people travelling on the public transport network over this period, the additional congestion on the network, in conjunction with any delays or trains stuck in tunnels, will rapidly lead to people suffering from distress and potentially minor injuries. Under current arrangements this will see an increase in calls to the ambulance service to deal with what is likely minor injuries or incidents with a non-clinical need. Transport users will require humanitarian assistance resulting from a range of possible scenarios including heat exhaustion and distress and as a result of being in tightly packed trains, or being separated from loved ones in busy environments. It is often this emotional and practical support which is required ahead of medical assistance. However if this is not met, then this can rapidly lead to delays if the already busy ambulance service is requested.

This same demand will likely be seen above ground where, as an example, concierges in hotels dial 999 for a simple incident where there may not be a clinical need, or visitors attend A&E, where again, a humanitarian and basic first aid service would have been more appropriate.

Previous Games and research has also shown that labour, sex and child trafficking is increased as a result of the Games also. This could have knock on effects to demands on

the health and other public services through potential increases in sexually transmitted diseases, welfare and support services.

There is also the potential increase in demand on hospitals as a result of designated hospitals providing priority services to the Olympic family and additional demand from an increased population, potentially seeing additional demand for beds and the need for early discharge of patients from hospital.

2. What is your role in ensuring delivery of health and emergency services as usual to Londoners during the Games and what are you doing to meet these responsibilities?

The British Red Cross provides support to individuals and communities in times of crisis. This is achieved through the provision of humanitarian assistance in an emergency and through first aid at events and ambulance provision. We work in partnership with the emergency response and other organisations to deliver this service and ensure a coordinated response. Currently we are engaging with partner organisations to identify what the additional demand will be upon their services and what additional support they will require over Games time, ensuring we are integrated into arrangements and plans for this period.

The British Red Cross is keen however to use its resource where the need is greatest, supporting the most people and making the greatest impact to the challenges the Games pose. This provision of humanitarian assistance and first aid are services we specialise within and believe will be needed at Games time. We very much welcome the opportunity and are keen to explore further with the relevant agencies how this service can be used to support during the London 2012 Games.

We are engaging with a range of bodies over the issues described above at transport stations and across the capital.

Having an onsite humanitarian and first aid assistance service for immediate response to an incident, will reduce the impact of an incident, its longevity and limit its ability to escalate allowing for minimum disruption as a situation can be dealt with rapidly and efficiently. This service would also reduce demand on the health services and support the smooth running of the transport network.

In addition to this work the British Red Cross is also launching a programme in Newham called 'Building Safer Communities'. This includes promoting first aid learning and producing materials to encourage passive first aid learning for the community and in schools.

3. What milestones and planning assumptions are London's emergency and health services working towards in preparing for the Games?

Planning assumptions are not clear across responders. Within the BRC it is assumed that there will be an increase in the population across the Capital with more people entering

the city as an Olympic spectator or tourist – we work to up to 2 million additional people within the capital on a given day.

We are working to the assumption that there will be increased demand for our services in emergency response – although what this will look like is unknown. In addition an increase in demand for first aid provision is anticipated – again however this is unknown as event location, type and size across the capital are yet to be determined and communicated.

As a result of these many unknowns, planning is being undertaken generically, increasing our capacity to respond in a flexible way to meet the need and demand arising.

4. What are the resource implications for delivering emergency and health services during the Games and how will these be managed?

A range of options are being worked up to ensure resource availability during the games. The prime resource required for the BRC is volunteers to ensure delivery of emergency response and first aid services. To meet this as part of a pre-identified growth programme we are recruiting additional volunteers to compliment our existing pool. There is a significant risk to this pool of volunteers however that capacity is depleted should they volunteer to be LOCOG, or Host City Volunteers. This is a particular risk with LOCOG as they are running their own first aid volunteer programme, which is seeking to recruit personnel with existing first aid skills rather than train people to do this. As an organisation specialising in first aid, this poses a threat to our resource base. To ensure service delivery meets the anticipated demand over this period to emergencies we will be looking to have more shifts covered, calling on pre-planned assistance from other areas across the country and have contingencies through additional standby reserve teams for deployment as required. A part of this workforce planning is also considering the annual leave, TOIL and other HR requirements of staff over the Games period.

Of additional concern is the vetting and barring of volunteers through CRB checks and the Independent Safeguarding Authority. There will be significant demand placed upon the agencies undertaking these checks as existing volunteer schemes recruit more volunteers, LOCOG recruits 70,000 volunteers and the LDA recruits 8,000 volunteers. If this demand for checks is not met, new volunteers will not be able to be used for front line services depleting capacity of many services.

5. What coordination arrangements are Londons emergency and health services entering into with other relevant stakeholders to ensure delivery of services as usual during the games?

Planning for the Games is taking place at a number of levels including;

- > The London regional resilience structure through GOL
- > London Olympic and Paralympic Emergency Planning Coordination Group – such as that chaired by MPS

- > City Operations group – although to date the voluntary sector has not been asked to be a part of this
- > The Olympic Security Directorate, Emergency services 2012 Volunteer Forum
- > The majority of engagement has been by making informal contact with key personnel from relevant organisations.

Despite a recognised need for a humanitarian assistance service at transport hubs following engagement with external partners, planning for such a service appears to have been overlooked, with no agency taking responsibility for this coordination. This greatly concerns us on a number of levels. Firstly, those in need will not be supported and any support required will take a long time to reach those on the transport network, increasing the impact and likelihood of any minor incident. Secondly, if this is treated as an afterthought, the resources needed to provide this service may no longer be available. Thirdly, any last minute arrangements will not have benefited from integrated multi-agency planning ensuring that need, resource and capacity are identified and utilised to greatest effect. As previously mentioned partners also alluded to the potential need for a similar service at strategically placed locations across the rest of the capital also to limit demand on the ambulance and health service, something which if needed should be identified and resourced at an early stage in terms of personnel, equipment and vehicles.

6. What are the key issues facing Londons emergency and health services in planning for the Games over the next 12 months?

Planning and coordination for a humanitarian support service to compliment existing arrangements. Full engagement with the voluntary sector to ensure their resources are integrated into planning. Communication and information sharing of plans and arrangements for Games time.

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James Cleverly AM

Chair, Health and Public Services Committee
London Assembly
City Hall
The Queen's Walk
London SE1 2AA

Our ref: MGLA190310-6799

Date: 26 MAY 2010

Dear James

Calls for views and information: Review into how London's emergency services are working together to ensure the delivery of services during the 2012 Olympic and Paralympic Games

Thank you for your letter of 18 March requesting views and information on preparations to ensure the successful delivery of emergency services during the 2012 Games.

My responses to the questions set out in your letter are detailed below:

1. What is the expected impact of the 2012 Olympic and Paralympic Games on London emergency and health services' ability to deliver services as usual?

The Games are expected to attract a large number of spectators, both from the UK and visitors from overseas. The main factors impacting delivery of Games emergency services are:

- bid commitments in the Host City contract, relating to ambulance cover and security provision at Games venues as well as free provision of medical services for the Olympic Family
- Games effect, i.e. any additional demand on emergency services arising from a temporary increase in the population of London during the Games
- Any disruption to the delivery of health services caused by transport or other changes at Games time.

The work with respect to each of these factors is detailed in the separate responses of the emergency service providers which you have requested.

2. What is your role in ensuring delivery of health and emergency services as usual to Londoners during the Games and what are you doing to meet these responsibilities?

The Greater London Authority coordinates the planning and delivery of the partners of the City Operations Programme. The programme aims to provide an inspirational, world-class citywide experience for everyone participating in the Games in London, to safeguard the smooth running of London in Games time and to maximise the opportunities for legacy from this work.

Within this programme the GLA has been working and continues to work, closely with emergency service providers to identify key assumptions on the nature and scale of anticipated activity across London to allow them to develop their own operational plans. The Metropolitan Police Authority, Metropolitan Police Service, NHS London, LFEPA are represented on relevant steering groups and working groups across the programme.

3. What milestones and planning assumptions are you working towards in meeting your responsibilities for ensuring the delivery of emergency and health services for Londoners and visitors during the Games?

The City Operations programme has identified a number of key working assumptions which paint a picture of what London is expected to look like in Games time. These planning assumptions and milestones are under regular review and discussion with NHS London, London Ambulance Services, Health Protection Agency, LFEPA and the Metropolitan Police.

Government Office for London's London Resilience Team (LRT) has been commissioned through the Olympic Safety and Security Programme (OSSP) to coordinate Olympic resilience planning for London as part of the Olympic Resilience Project, part of the national Olympic Prepare Programme for 2012. London's emergency responders (including local authorities and NHS Trusts), as well as the agencies who support the emergency response (e.g. utilities and transport operators) are involved in this work.

This work has included the development of bespoke planning assumptions for Games Time which articulate the challenges London's emergency responders must be able to overcome (London Olympic Resilience Planning Assumptions) as well as the London Olympic Gap Analysis which test current readiness against the requirements of the planning assumptions. Both the Planning Assumptions and Gap Analysis have been agreed by the London Regional Resilience Forum which I co-chair, as well as the operational-level London Resilience Programme Board, on which the GLA is represented at officer level.

Having established what gaps in preparedness exist, the LRT is coordinating various agencies in order to ensure these are met. This work includes all Category One and Two Responders in London.

Since the early stages of this work, Government Office for London and GLA City Operations team have been working closely to ensure appropriate linkages between the two areas – Olympic Resilience on the one hand and City Operations on the other.

4. What coordination arrangements are you entering into with the other relevant stakeholders to ensure delivery of health and emergency services as usual during the Games?

The GLA is involved in a number of stakeholder groups, steering groups and working groups to ensure the delivery of health and emergency services as usual during Games time. These are considered in turn below.

Emergency Services Representation within City Operations

NHS London and the Metropolitan Police are represented on the City Operations Steering Group and City Operations Public Services Working Group.

Additionally the GLA holds regular meetings with NHS London, the Health Protection Agency, and London Councils to consider planning assumptions for 2012 to enable health providers to plan and anticipate what London will look like in Games time.

Coordinated Pan-London Health Planning

Health planning for 2012 is organised through a pan-London programme, led by NHS London. It involves a variety of partners including the London Ambulance Service, all of London's 31 Primary Care Trusts, the Health Protection Agency and Department of Health.

As part of this the GLA is represented on the Public Health Steering Group jointly chaired by NHS London and the Health Protection Agency. The aim of this group is to work with the Olympic and Paralympic Health Programme (OPHP) and other stakeholders to support LOCOG with the delivery of a healthy and safe Games experience for participants, visitors and spectators. This is being done by building on the experiences from previous games and other mass gatherings, mapping current arrangements and identifying priorities for action.

Emergency Services and Games-time Command, Communication and Coordination (C3) Arrangements

London has in place tried and tested emergency C3 arrangements through both the London Emergency Services Liaison Panel (LESLP) and the London Command and Control Protocol (maintained by the LRT). The work of the LRT, in conjunction with the National Olympic C3 Working Group, will ensure that effective, robust and proportionate arrangements are in place. All emergency responders are involved in the development and ratification of cross-agency Games-time operational coordination arrangements. London's existing arrangements are currently under review to ensure that they are fit for purpose in 2012. This work is overseen by a London Regional Resilience Forum and a central government-level C3 steering group comprising representatives from the key delivery bodies.

The GLA is coordinating the development of C3 arrangements with respect to London Boroughs and its own Games-time services such as the entertainment zones planned for Hyde Park and the South Bank.

These arrangements will ensure that appropriate agencies are able to share information and work together to keep Londoners and visitors to London safe throughout the period of the Games.

Regional Safety Advisory Groups

The City Operations programme is coordinating the establishment of regional Safety Advisory Groups such as the Licensing and Operations Safety Advisory Group in central London to bring together key emergency service providers, Borough emergency and safety planners, event organisers and other relevant local stakeholders. These groups will allow key agencies at a local level to understand the scale and nature of planned activities and work in partnership to consider the issues which these may generate for emergency service delivery.

Borough engagement with emergency services

As part of City Operations planning, London's Boroughs are working closely with emergency services at local level to anticipate the impact of the Games and planned local activities and to draw up operational plans and working arrangements.

5. What are the key issues facing the GLA over the next 12 months regarding the provision of emergency and health services as usual during the Games?

The GLA does not play a front-line role in the delivery of emergency and health services. However, the services which the City Operations programme coordinates will have an operational impact on emergency and health service operations. Accordingly the primary focus of the GLA will be on working with other 2012 delivery partners including the Boroughs, LOCOG, ODA, and TfL to refine assumptions in order to assist health and emergency service providers in undertaking the necessary operational planning ahead of the Games.

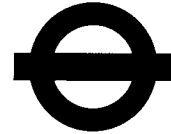
I trust that this responds to your call for views and information. Should you require any further information or clarification, please do not hesitate to contact me.

Yours ever,

A handwritten signature in blue ink, appearing to be 'Boris Johnson', written in a cursive style.

Boris Johnson
Mayor of London

Transport for London



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1 June 2010

Dear *James*,

Review of London's emergency services and the 2012 Games

Thank you for your letter of 18 March and for this opportunity to provide Transport for London (TfL)'s views on how London's emergency services are working together to ensure the delivery of health and emergency services during the London 2012 Olympics and Paralympics.

The questions you set out in your letter do not refer specifically to any areas for which TfL has direct responsibility. However, I thought it might help inform the committee's work if I set out a few of the issues on which TfL is working that are designed to ensure the smooth running of the Capital as it celebrates the Games in 2012.

TfL is working closely with the Olympic Delivery Authority (ODA) to deliver a transport legacy for London before the Games. As well as delivering additional public transport capacity for the Olympic Park and other venues, we are developing a UK-wide Transport Co-ordination Centre (TCC) for 2012 that will co-ordinate our control rooms for the Tube, buses and traffic signals as well as other transport services. The TCC will ensure 'local' incidents are considered for their potential impact on the Games more widely. In common with our London Surface Transport Control Centre, the emergency services will be represented in the TCC.

Through the London Resilience Partnership we continue to liaise with NHS London, the London Ambulance Service and the Health Protection Agency alongside the other emergency services. This work includes preparations for 2012. In addition, we are working with the Olympic Security Directorate and the police to help inform their work in the run-up to the Games.

The Olympic Route Network (ORN) is a temporary network of roads linking Games venues with athlete and official accommodation. Some of the core parts of the ORN will include Games lanes for the use of the Games family's vehicles but we have confirmed with the ODA that blue-light emergency response vehicles will be able to

use these lanes without exception. The ODA will be consulting on the detail of the ORN with affected premises such as hospitals on the ORN from this summer.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Peter Hendy', written in a cursive style.

Peter Hendy

St John Ambulance London

Teja,

Apologies for late response but we were only made aware of this late in the day - herewith the responses from St John Ambulance to James Cleverly's letter and in the hope this is helpful. We would be delighted to provide any further levels of detail needed to meet your needs.

- What is the expected impact of the Games on London emergency and health services' ability to deliver services as usual?

Work to date indicates the SJA contribution to 2012 Games either in support of LOCOG or of London Ambulance Services will be challenging but deliverable

- What is your role in ensuring delivery of health and emergency services as usual to Londoners during the Games and what are you doing to meet these responsibilities?

Our mission is to deliver auxiliary support to London Ambulance Service and directly to London Resilience, we will be planning all resource application with a factor retained or earmarked for emergency service peaks or particular incidents outside of the Games programmes

- What milestones and planning assumptions are London's emergency and health services working towards in preparing for the Games?

In terms of SJA planning in support of these services, we expect to have a fully resourced Plan, based on known requirements at that stage, by first quarter of 2011

We are assuming that LOCOG will provide own in stadia medical and first aid resources from Health Care Professionals drawn from all over the United Kingdom

We are also planning on the need to support LAS core services to meet peak demands in London and to resource major mass gatherings with first aid and emergency evacuation services on behalf of LAS

We are assuming that the normal programme of London events will continue and be greater in volume and attendance over the summer period.

- What are the resource implications for delivering emergency and health services during the Games and how will these be managed?

We expect to need to increase the membership of SJA members in London by 30% by first quarter of 2012 (ie to raise number of adult members to 6000 by March 2012) Current forecasts are good and current achievement levels are very positive. We will in addition be able to draw upon SJA nationwide resources and will be planning on this

resource being available. Vehicle resources will be impacted upon if the current LEZ proposals are applied without dispensation

What co-ordination arrangements are London's emergency and health services entering into with other relevant stakeholders to ensure delivery of services as usual during the Games?

SJA staff are in detailed planning discussions with LAS and have been for several months

SJA are represented on the Central Zone LOSPG addressing activities in Central London and also those requirements articulated from other Local Authorities, Event Organisers and Agencies, we will also form part of the Health sub group of the above group

- What are the key issues facing London's emergency and health services in planning for the Games over the next 12 months?

Getting an accurate overview of the totality of events

Getting good intelligence of the visitor numbers either side of the Games envelope

Identifying hot spots in terms of mass gatherings and simultaneous events

Gaining a balanced view of priority of competing events, issues and contingency plans

Len Bamber

CEO

St John Ambulance London (Prince of Wales's) District

07973 490210



Education, Children's Services and Leisure

Teja Kuncewicz
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My ref :
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Date : 4th May 2010

Dear Teja Kuncewicz,

Review into how London Emergency Services are working together to ensure the delivery of services during the 2012 Olympic and Paralympic Games

Thank you for the opportunity to comment on this issue. Rob Leak has forwarded this letter to me to reply on behalf of Enfield Council. The Council has a number of structures in place to coordinate and develop the opportunities for Enfield's Residents that will be provided by the Games, we have recently published the "London Borough of Enfield's legacy strategy for the 2012 London Olympic and Paralympic Games" which can be found on our website. We have a cross party Members working group which in turn is serviced by an officer working group. Both these structures deliver the Enfield strategy action plan.

As part of the working groups and other Council work streams we have links with partners from the emergency services, transport and licensing teams. We also have developed links through the Councils Emergency Planning Team to regional and sub regional partners.

In responding to your request for views on how London Emergency Services are working together to ensure the delivery of services during the 2012 Olympic and Paralympic Games we would like to say that we recognise that a number of themes are emerging but the Council and its partners are developing the capacity and plans to ensure that we can continue to deliver services for our residents.

In reply to your request for information we have asked for responses from a number of internal teams and other partners, they are listed below. Where numbers are indicated these relate to the questions in the original letter from James Cleverly.

Emergency Planning Team

1) To date the local blue light services, Environment Agency and PCT's have been unable to give the Emergency Planning Team any firm projections on the probable service delivery impact of the Olympic Games at borough level in Enfield. There are some general themes/concerns, presumably common across the Capital, regarding staff availability,

population increase for the duration of the Games and increased demand on services due to the ripple effects from the Olympic site (transport pressures, crime etc,) but to date no quantitative estimates of the impact that these may have upon Enfield in isolation from the rest of London. The Borough is obviously not directly involved in the delivery of the Games although it may be used peripherally providing training venues. Equally none of the partners are aware of any large scale events scheduled for the Borough during the games i.e screening of events.

2) The Emergency Planning Team's role in respect service delivery by the blue light and health services in the Borough is primarily in a support role. Some other areas of the Council's operations, notably Health and Adult Social Care , Community Safety Unit and the CCTV Centre have more obvious roles to play and they will be providing support in the run up to the Games. The support role noted above is a statutory role defined in the Civil Contingencies Act 2004 and will effectively not change during the Olympics. Implicit within the Act is a requirement to support any effected authorities and mutual aid agreements/arrangements are place covering all London Boroughs and Hertfordshire. Equally plans exist for Boroughs in London to respond to any emergency or in support of the emergency services on a regional, Pan London, basis and we have full arrangements in place to fulfil Enfield's role in those plans.

3) We have not been appraised by our partners of any of the milestone or planning assumptions that they are working to.

4) In the areas where the Council Emergency Planning Team do provide support to an emergency response we have resource arrangements which meet the Pan London benchmarks contained within the Minimum Standards for London. We have recently increased the provision of emergency accommodation and now exceed those required by our benchmark. We will be seeking to further increase capacity in the run up to the Games but this will of course be in line with available finance. No specific provision has been made for staffing levels in respect of our emergency response during the Games and this is an issue that we will be considering further.

5) The Councils Emergency Planning Team run regular quarterly meetings with the major partners, Police, Fire, LAS, PCT's, Environment Agency and some voluntary sector, the Enfield Civil Protection Partnership. This is a long-standing forum between the emergency planning practitioners in the Borough and the Olympics have been made a standing agenda item.

6) The key issues in respect of Emergency Planning's ability to deliver support centre on the Council's wider arrangements for the Games. Staff availability perhaps more than any other will be key and decisions still have yet to be taken on what structure EP in Enfield will take during the period of the Games. We also perhaps need to consider the impact of the Games on the voluntary sector and their ability to provide their full range of services. This will be particularly true of organisations such as the British Red Cross and St John's Ambulance who may be heavily committed during the Games.

NHS Enfield

LOCOG and the ODA have extensive emergency response plans and co-ordination plans in place that are under almost constant review, within LOCOG Security and the ODA Security team. The NHS will respond as required, either to support a local incident or as part of the wider NHS response.

We are satisfied that NHS Enfield have sufficient and robust systems in place to respond as required in an efficient and effective manner. We participate in both local resilience forums and pan-London resilience forums and both have an Olympic strand.

Environmental Protection and Regulation

The Councils Environmental Protection Team will be supporting the London wide issues relating to the Olympics. These will be coordinated through the Joint Local Authority Regulatory Services Unit (JLARS) at the ODA. At present the Association of London Environmental Health Managers (ALEHMS) and London Trading Standards Authorities (LoTSA) groups will be leading discussions on the roles of each Local Authority and how they support the games.

Locally - this will be considered when we have more information about local events.

Metropolitan Police Service

This is a corporate matter for the Metropolitan Police Service and we have throughout been one of the major partners around 2012. At a local level, we will be part of that process, and using the support of our wider police family, we will continue to deliver the service required of us by the people of Enfield. Specifically, it is too early to say, but the Police will have minimum levels of policing appropriate to the service needs. We will supply officers to work to support Olympic delivery across London, but again, specific numbers are as yet not known.

In summary, in Enfield we have internal teams and partners who are all in the process of planning and ensuring that they can meet the demands of residents. Over the time between now and the Games the Council will look to facilitate further discussions amongst these bodies to ensure that we coordinate our responses where possible.

I hope that this answers your questions? Should you need any further information please don't hesitate to contact me.

Yours sincerely

A handwritten signature in grey ink that reads "Simon Gardner". The script is cursive and fluid, with the first name "Simon" and last name "Gardner" clearly legible.

Simon Gardner
Head of Leisure and Culture

London Organising Committee of the Olympic Games

Dear Mr Cleverly,

As the London Organising Committee of the Olympic Games and Paralympic Games, LOCOG effectively acts as a temporary event management company (albeit for two of the world's greatest sporting events).

As a result, LOCOG leads on the provision of health services within our venues and to our client groups. LOCOG has supported NHS London in its work to estimate the impact of the Games, who will make their own submission to your inquiry and is best-placed to set out its plans.

LOCOG's client groups are as follows: Athletes, Officials, Spectators, Olympic/Paralympic Family, Media, and Workforce.

LOCOG's medical services to be provided are as follows:

- 1) Well-staffed and equipped Polyclinic in the Athlete's Village, providing services including GP facilities, dental treatment, physiotherapy, sports medicine, podiatry, optometry, pharmacy, and overnight stay.
- 2) Sub-clinics at all sporting venues
- 3) Surgeries at the International Broadcast Centre/Main Press Centre, and Olympic/Paralympic Family hotels
- 4) Emergency First Aid for workforce and for spectators

All of these services are funded and arranged privately. The costs are met through LOCOG's budget, which is raised primarily through sponsorship, tickets, merchandise and broadcast rights. (LOCOG is a private company with a total budget of £2bn.)

LOCOG is accountable to the IOC Medical Commission, which also governs the timetable. By the end of 2011, the Commission will approve our arrangements. Medical Services will be part of the Testing Programme ahead of the Games. Medical Services will then open in July 2012 (around two weeks before the Games) and close on 12 September, after the Paralympic Games are over.

Outside of competition and non-competition venues, LOCOG does not deliver any health services. LOCOG will identify routes to link all locations to designated hospitals in case of emergencies, with cover provided by the London Ambulance Service (together with the London Fire Service). LOCOG sits on the following boards and organisations to provide the Organising Committee's perspective in the public services planning:

- The Department of Health Olympic and Paralympic Health Programme Board
- Two of the three workstreams that report into this Board – 'Health Services', and 'Health Resilience'
- NHS London 2012 Olympic Programme Board
- One workstream that reports into the Board – 'Public Health'

As the Organising Committee for the Games, LOCOG is now moving into detailed operation planning for venues at Games-time. Over the next 12 months we will shape our medical volunteer force (recruiting specialists in medical services from across the healthcare community, and talking to the BOA and ParalympicsGB on their sports-specific medical experts) and will begin our Testing Programme.

Yours sincerely,

Debbie Jevans
LOCOG Director of Sport