
MANAGEMENT BOARDS

2012 – Diamond Jubilee and Olympic Games

Paper from the Business Risk and Resilience Group

Purpose

1. This paper:
 - a. presents the emerging facts about the Diamond Jubilee, Olympic and Paralympic Games and the likely impact of them on Parliament;
 - b. notes some of the management issues that need to be addressed; and
 - c. proposes a mechanism to help with handling these issues.

Action for the Boards

2. The Boards are asked to:
 - a. note the emerging information relating to the 2012 events;
 - b. note the possible impacts on the working of Parliament;
 - c. give a steer on their strategic priorities for Parliament in respect of the 2012 events (para 7); and
 - d. endorse the establishment, and terms of reference, of the 2012 Project Board (para 10).

2012: key information

3. The key dates for the period are as follows:
 - Diamond Jubilee Westminster Hall ceremony: March
 - London marathon: 22 April
 - State Opening (date TBC)
 - Diamond Jubilee River Pageant on the Thames (a thousand boats): 3 June
 - Cultural Olympiad London Festival: 21 June to 9 September 2012
 - Olympic Games: Wednesday 25 July to Sunday 12 August
 - Paralympic Games: Monday 27 August to Sunday 9 September
 - Commonwealth Youth Parliament: September.
4. The most significant events are those relating to the Olympics. About nine million tickets are likely to be sold for the Olympics and Paralympics. More information about Olympic events, and a location map, are included at Annex A.

Likely impacts on Parliament

5. The Olympics will affect Westminster in general and Parliament in particular in several ways. These include transport disruption, physical access and security. There will be impacts on the works programme and implications for HR policy. In addition, Parliament is involved in the Cultural Olympiad, for which a programme is already being developed. More information about possible impacts is included in Annex A. The proposed 2012 Project Board

will seek to address these through different work streams (see paragraphs 8-10 below and Annex B).

The Management Boards' priorities

6. The 2012 events, especially the Olympics and Paralympics, present significant challenges to Parliament but also could provide opportunities for showcasing Parliament at a time when many thousands of people will be visiting London (ODA estimate £1.2 billion will be generated from tourism during the Games). The summer of 2012 will sharpen the terms of the familiar debate about balancing the security of the Palace, and those who work there, with a desire to make the building as open and welcoming to visitors as possible. Parliament is already involved with the Cultural Olympiad (see Annex C for more details). What is the appetite of the Boards for using 2012 as an opportunity to capitalise on the events to increase the visibility of Parliament and engagement with UK and overseas visitors? Do the Boards wish instead to make security/business as usual the overriding priority? What is their view of the risks (including reputational risks) and benefits of different approaches? How should Members and Peers be informed/consulted about 2012 events?
7. **The Boards are invited to give an initial steer as to their strategic intent for 2012.**

2012 Project Board – membership and terms of reference

8. In discussing the likely issues arising from the 2012 events, BRRG recognised that the implications go much wider than business continuity. BRRG concluded that it would be helpful to both Houses to have a single group to monitor all the major events in 2012 and their impact on Parliament, and help maintain access, to minimise disruption and to ensure the coordination of policies of both Houses of Parliament.
9. The proposed 2012 Project Board membership and associated work streams are included at Annex B.
10. **The Boards are invited to endorse the terms of reference and membership of the 2012 Project Board.**

Jill Pay

Chair, BRRG

ANNEX A: OLYMPICS - IMPACTS AND ISSUES FOR PARLIAMENT

This annex sets out in more detail some of the main impacts for Westminster and Parliament of the Olympics – both physical impacts, such as disruption to public transport, and policy issues, such as HR and public engagement. It is not intended to be exhaustive, but is intended to stimulate further thinking, including by the 2012 Project Board.

Transport/physical access

- *Events* Several events will take place in Westminster: beach volleyball on Horse Guards Parade 0900 to 23.50 on most days between Saturday 28 July and Thursday 9 August (up to 15,000 people are expected to attend each day); cycling and walking races and the Marathon will be routed down Abingdon Street on various weekends between 28 July and 5 August. There will be increased pedestrian flows in and around Parliament Square and congestion at Westminster Underground Station as a result of the events.
- *Road transport:* The Olympic Route Network and Paralympic Route Network will operate from Monday 16 July to Sunday 12 August and 29 August to 9 September respectively. They include Whitehall, Bridge Street and Victoria Embankment where lanes will be reserved for Olympic traffic only at certain times. This will cause congestion and delays for vehicle access to the estate (including for the OSCC). There are also to be road closures for the Marathons and several other road races on dates which are yet to be confirmed. Access for Members, Peers, House staff and delivery vehicles will be disrupted. (Note: Transport for London are aware of the requirement to maintain access to Parliament and are coming in to meet with officials in May.)
- *Public transport:* There will be significant additional pressure on public transport, especially on the Jubilee Line. Public transport will be busy at all times during the day, not just the rush hour. For instance, the Olympic Delivery Authority has estimated that, if no action is taken (e.g. reducing the number of commuters), journeys on the Jubilee Line will take up to an hour longer than usual. The underground system may operate 24/7 throughout the main games.
- *Access:* Effects on ensuring business as usual access for Members, Peers and staff (policy decisions needed on what levels of access can/should be maintained).

Estates/works, etc

- Impact on summer recess works programme (limitations on “front facing” works, access for vehicles, disruption to public transport affecting availability of staff, etc).

Public engagement/Cultural Olympiad

- Cultural Olympiad: Parliament's contribution has already been agreed (see Annex C) and will involve performances and art installations within and outside the Palace.
- Additional demand for tours of Parliament; possibly extended opening hours to meet demand?
- Possibilities for additional income generation?
- Likely demand for VIP access, including Heads of State (special tours, possibly at short notice)
- Media management, including requests to film before Olympics and requests to use live link facilities within the precincts during the Games; possible interface with London media centre in George Street; possible requests for use of Abingdon Green.

Communications

- An Olympics/2012 communication programme will be needed to inform Members, Peers and staff about the implications of the 2012 events. Targeted communications will be needed for Members, Peers, their staff and staff of both Houses, using established channels
- Briefings for senior leaders and managers will be needed, e.g. on HR issues.

HR policy issues

- Nominations/notifications to staff who need to attend for duty during the Olympics, arrangements for annual leave in lieu, etc
- Possible increase in requests for annual leave during Olympic period
- Policy on Olympic volunteering (now issued by both Houses)
- Possible increased need for/requests for home working (dependency on remote access will increase) or more flexible working hours. Staff may wish to avoid overcrowded Tube trains and as noted above the ODA is urging central London employers to reduce the number of workers coming into London to alleviate congestion on public transport
- Possible requirement for senior managers to be present and available to deal with increased visitor numbers, security, VIP visitors, etc.
- Staff and Members wishing to watch events from viewpoints in the Palace (policy has been agreed on this for the 2011 Royal Wedding).

ANNEX B: 2012 PROJECT BOARD (PB2012)

In view of the number of major external events in 2012, including the Olympics and the Diamond Jubilee, which may have an impact on the two Houses of Parliament, and the number of associated internal events, it was proposed at the BRRG on 14 March to establish a 2012 Project Board (PB2012).

Terms of Reference

The purpose of the PB2012 is to monitor all the major external and internal events in 2012 and their impact on Parliament in order to maintain access, to minimise disruption and to ensure the coordination, coherence and delivery of the policies and plans of both Houses of Parliament.

PB2012 will report to the BRRG or the respective Management Boards as appropriate.

PB2012 will act as a central point to gather and disseminate to the House services information about 2012 events and how they may affect their work, and to coordinate and advise on plans and issues related to 2012 events together with their consequences for Parliament.

Core Membership

Black Rod (Chair)

SAA

Head of OCE, House of Commons

Cabinet Office representative

Business Resilience Coordinator, OCE

House of Lords Clerk (Secretary)

Work Streams

A number of themes and work streams suggest themselves. The initial list below may need to be expanded. The leader of each of these should expect to attend PB2012 Meetings when relevant issues are being discussed, if not already a core member. The proposed work stream and theme leaders are:

Diamond Jubilee – Black Rod (David Leakey)

Cultural Olympiad – SAA (Jill Pay)

HR – Alison Macdonald and Jonathan Seller

Olympic Events – Mark Harvey

Security and accessibility (TFL and route congestion/closures, etc) – DSAA (Mike Naworynsky)

VIP Visits – Yeoman Usher (Ted Lloyd-Jukes)

Visitors – Rachael Baldwin

Media – Benet Hiscock (HoL) and Liz Parratt (HoC)

Internal communications – Marianne Cwynarski (HoC) and Alison Couch (HoL)

PB 2012 Meetings

Initially, meetings should be held monthly and then as required. Work Stream leaders will convene their own groups to ensure all internal and external stakeholders are involved as appropriate.

ANNEX C: PARLIAMENT AND THE CULTURAL OLYMPIAD

(From the Parliament website)

Parliament is making its own contribution to the Cultural Olympiad by developing a unique cultural programme to take place over the summer of 2012. Over the next few months we will be revealing the line up of work and performances which will be on show in Westminster Hall during 2012, so we will be keeping you posted about how to participate and see the programme!

Westminster Hall

The Project: the 'Arts in Parliament' programme is now in full development and will include showcases from artists and arts organisations from around the UK. The curated programme of projects and original work will fuse arts, heritage and media and will be Parliament's signature cultural programme inspired by 2012's Cultural Olympiad. There will be lots of opportunities during the programme to get involved and to see some of the exciting performances and projects which have been inspired by the themes and values of the London 2012 games.

Get involved

The 'Arts in Parliament' programme is a fantastic opportunity to highlight exciting and cultural projects across the regions and nations of the UK. The programme will bring the most innovative and engaging of those projects here to Westminster Hall during the summer of 2012. Whether you're an artist, arts organisation or a group interested in performance and a broad range of art forms, we would like to hear from you.

You may currently be working on projects for the Cultural Olympiad or maybe you are an artist who would be interested in an opportunity to create new work through Parliament's programme? If so please get in touch at culturalolympiad@parliament.uk

See:

<http://www.london2012.com/news/2010/07/cultural-olympiad-campaign-discovering-places-launched-a.php>

Discovering Places in Parliament

On 21 July 2010 representatives of the London Organising Committee of the Olympic Games (LOCOG) and the Heritage Alliance launched the London 2012 Cultural Olympiad Discovering Places campaign at the Houses of Parliament, a world heritage site. Parliament took part in Discovering Places in summer 2010 through a series of tours designed to show visitors something new or unexpected about Parliament. See:

<http://www.parliament.uk/get-involved/cultural-olympiad/discovering-places/>