



# London 2012 Olympic and Paralympic Games: The Transport Security Challenge

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# Olympic and Paralympic Safety and Security Strategy

## **Vision:**

To host an inspirational, safe and inclusive Olympic and Paralympic Games and leave a sustainable legacy for London and the UK

## **Aim:**

To deliver a safe and secure Games, in keeping with the Olympic culture and spirit





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## The Olympic Games is the World's biggest event

- **27 July to 12 August 2012**
- **16 Competition Days**
- **205 Countries**
- **33 Venues**
- **26 Sports**
- **10,700 Athletes**
- **9,200 Team Officials**
- **5,000 Olympic Family**





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## The Olympic Games is the World's biggest event

- 20,000 Media
- 100,000 Workforce / Volunteers
- 31,400 Marketing Partners
- 7.7 Million Tickets
- 500,000 Spectators Each Day
- 800,000 Spectators on Busiest Days
- 4 Billion TV Global Audience





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## The Paralympic Games takes place 18 days later

- **29 August to 9 Sept 2012**
- **11 Competition Days**
- **162 Countries**
- **17 Venues**
- **20 Sports**
- **4,200 Athletes**
- **2,400 Team Officials**
- **1,000 Paralympic Family**





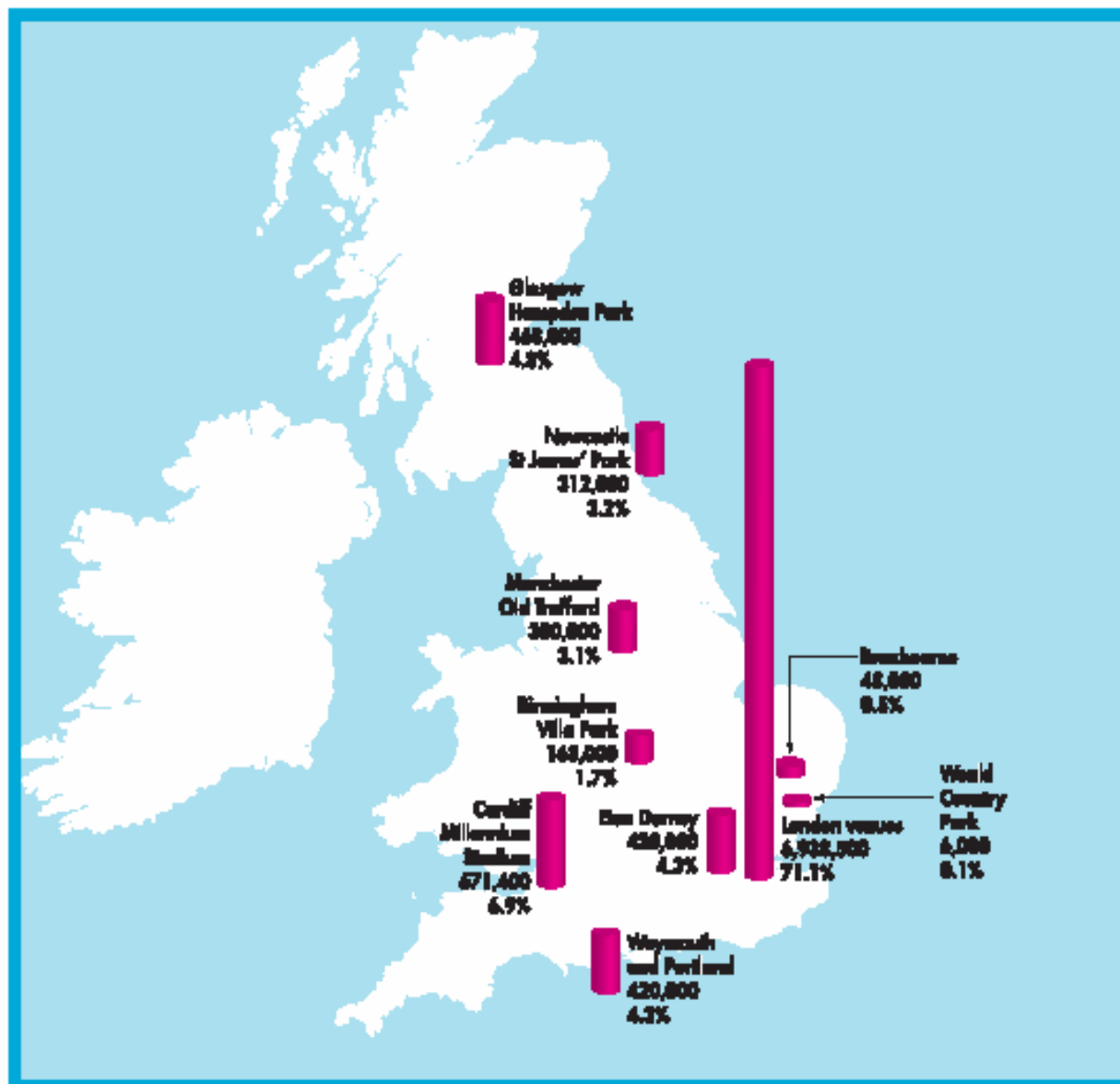
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## The Paralympic Games takes place 18 days later

- 10,000 Media
- 4,400 Marketing Partners
- 62,500 Workforce / Volunteers
- 1.5 Million Tickets
- 160,000 Spectators Each Day
- 15-20% Spectators With Specific Access Needs





**Figure 6.3**  
**Ticket numbers**  
**during the**  
**Olympic Games—**  
**London and the**  
**rest of the UK**

**Total number of tickets available during the Olympic Games and proportion of all tickets available during the Olympic Games.**

*Note: Based on modelled predictions only.*



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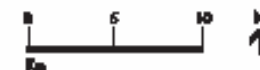




**Figure 6.2**  
**Ticket numbers**  
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**– London**

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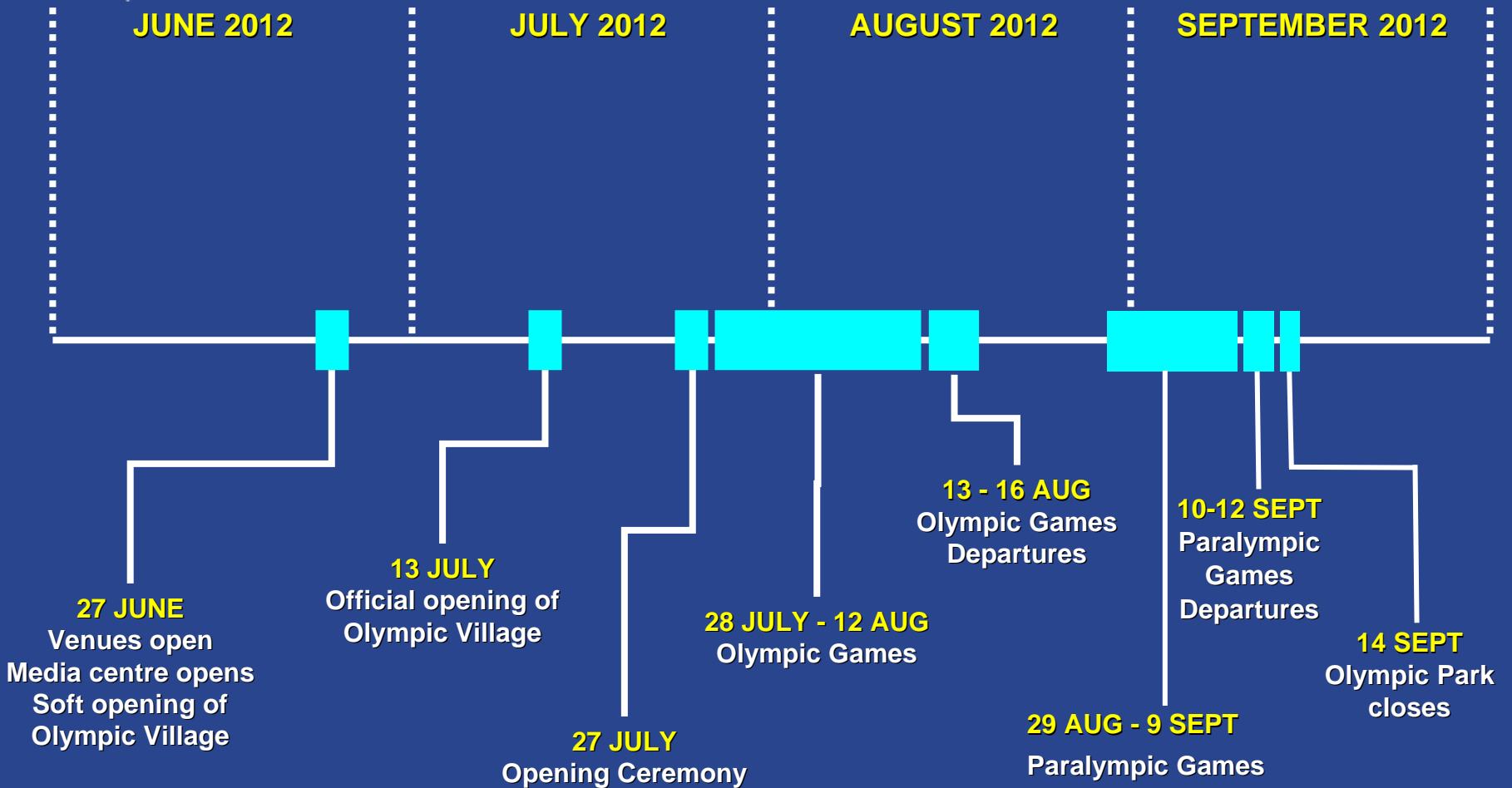


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# Key Dates For Games Transport





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## Transport Challenge

- 33 Olympic and 17 Paralympic Venues
- UK Wide Operation
- Public Transport Games
- 100% Spectators - Public Transport, Walk, Cycle
- 80% by Rail, Underground and Light Rail
- No Car Parking at Venues – except Disabled
- Multiple modes and interchanges
- Multiple transport mode operators and owners
- 2.3 Million London and South East Tickets?
- 4 Million Rest of UK Tickets?
- 2.7 Million International Tickets?
- 1,000 BTP Officers and Mutual Aid Officers



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## Rail Enhancement Schemes

### London Underground

- Passenger capacity enhancements to most lines
- West Ham Station - improvements

### Docklands Light Railway

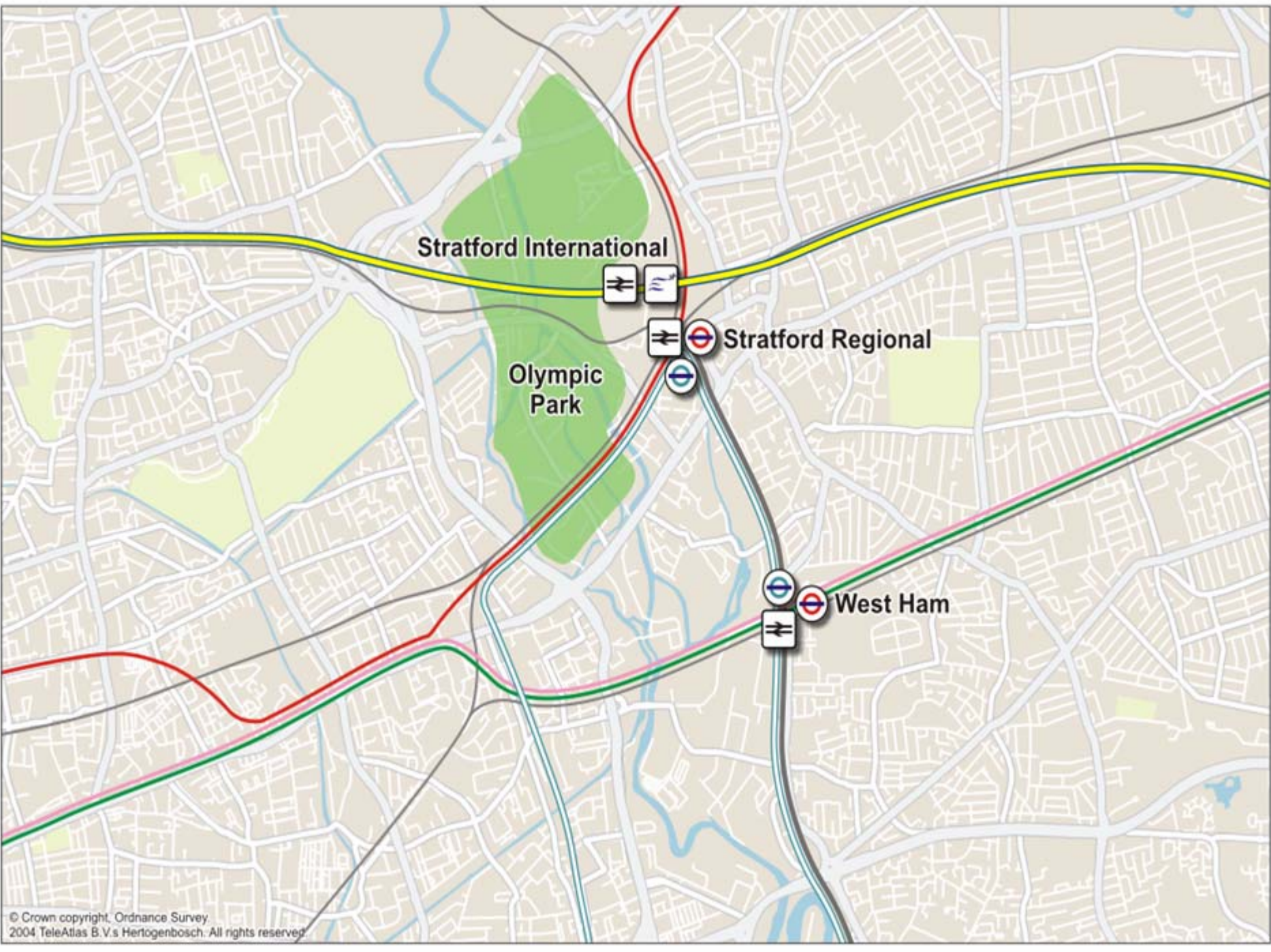
- 3 new Stations and improvements to 3 others

### High Speed 1

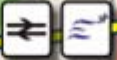
- New station - Stratford International
- Improvements at St Pancras and Ebbsfleet

### National Rail schemes

- East London Line extension
- North London Line improvements
- Various other station enhancements including Central London Termini



Stratford International



Olympic Park



Stratford Regional



West Ham



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## Olympic Park Rail Demands

- **Best ever connected Olympic Park**
- **10 Rail and Underground Lines**
- **3 Gateway stations**
- **13.5 Seconds Between Trains**
- **240,000 Hourly Capacity**
- **Javelin - 7 Minutes St Pancras to Olympic Park**
- **25,000 Javelin Hourly Capacity**
- **275,000 Spectators Each Day to Olympic Park**
- **215,000 (78%) Rail and Underground**
- **120,000 (58%) Stratford Regional Station**
- **95,000 (42%) Stratford International and West Ham**



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## The Summer of Celebration 2012



- Cultural Olympiad
- Games Live Screening
- Queen's Diamond Jubilee
- Notting Hill Carnival
- Wimbledon Tennis
- Euro 2012
- Domestic Football
- Business as usual across UK

## **Unique Strategic Challenges**

<b>Concurrent mass spectator events</b>	<b>Command and Control of multiple events over 64 day period</b>	<b>Concentration of Protected persons</b>
<b>Transport System at Capacity</b>	<b>Policing at Capacity</b>	<b>Partners Working at Capacity</b>
<b>International pressures and demands on security and intelligence</b>	<b>Zero tolerance on event time delays</b>	<b>Consistent `look and feel` for security of the Games nationally</b>





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# Olympic Security Directorate Five Workstreams

## PROTECT

- *ID Assurance*
- *VIP Protection*
- *Site & Venue Security*
- *CBRNE*
- *Transport Security*

## PREPARE

- *Resilience & Consequence Management Planning*
- *Specialist Response (CT)*
- *Critical Olympic Infrastructure*

## IDENTIFY & DISRUPT

- *Olympic Intelligence Centre*
- *Covert*
- *Serious & Organised Crime*
- *Volume Crime*
- *CCTV & ANPR*

## C2, PLAN & RESOURCE

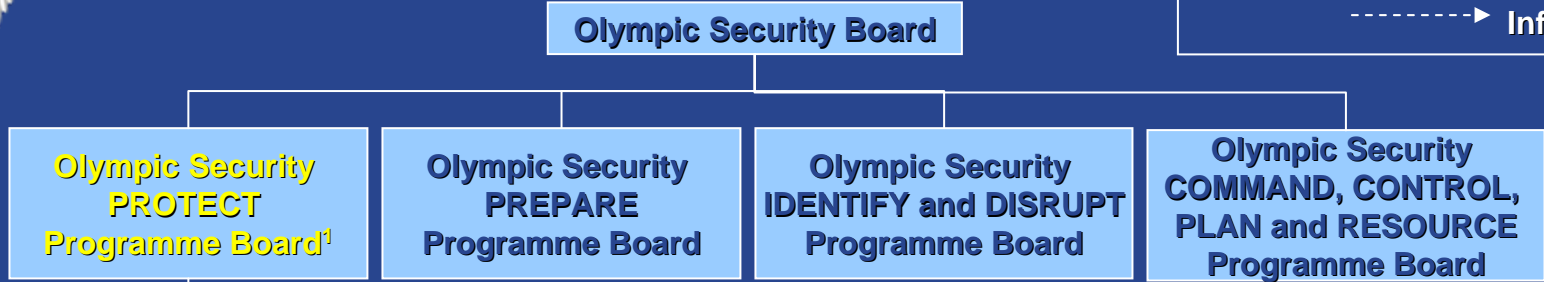
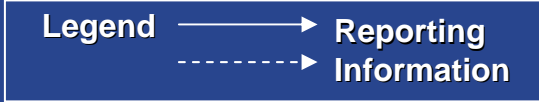
- *National Demand Profile*
- *Meeting Demand*
- *Training*
- *Operational Logistics Infrastructure*
- *Coordination Room*
- *Operational Control Infrastructure*
- *Command Doctrine*

## ENGAGE

- *International Relations*
- *Community Relationships & Equalities Management*
- *Volunteers*
- *Prevent*
- *Industry*



# The National Coordinator for Cross Modal Transport Security is responsible for delivering the project through Modal Group and Venue Delivery Teams



**Transport Security Project Sponsor  
Nikki Tompkinson**

**Project Co-ordination Office Manager  
(ODA Espley)**

**ACC Steve Thomas  
National Co-ordinator for Cross Modal Transport Security**

**Strategic Advisers  
DfT (TRANSEC)  
ODA  
LOGO**

- Venue Delivery Teams**
- Dorset
  - Thames Valley
  - Essex
  - London
  - Hertfordshire
  - Football Venues
  - A & D



**DfT(TRANSEC) and ODA (including ORN, TCC Support)**

Note 1: Protect work stream contains multiple projects including Transport Security



# Modal groups have been established to provide strategic direction and to ensure a consistent national approach

## Modal Working Groups

- **Role**
  - Identify boundary and scope
  - Modal risk assessment
  - Setting security modal principles
  - Cross modal coordination
  - Peer review and quality assurance

## Modal Working Groups

- **Function**
  - Stakeholder management
  - Buy in from delivery partners
  - Communication channel
  - Ownership

Mode	Leader
Rail	S Thomas
Aviation	J Donolon
Roads	S Hussain
Maritime	D Pryde

## Short Term Modal Group Tasks

1. Validate existing risks as identified in the Olympic Transport Security Risk Register
2. Identify additional risks using CRAM methodology, for each threat type (e.g. VB IED)
3. Validate existing and define additional assumptions

Transport Security Working Group (TSWG), will continue to facilitate the review and refinement of the risk register up to 2012 to ensure that all risks and mitigations are up to date for the transport modes



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## **Rail Modal Working Group Members**

- **ODA**
- **LOCOG**
- **DfT / TRANSEC**
- **British Transport Police**
- **Kent Police**
- **Network Rail**
- **Association of Train Operators**
- **Rail Freight Operators Association**
- **Transport for London**



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## **Rail Modal Working Group Members**

- **London Underground**
- **London Overground**
- **Docklands Light Railway**
- **Eurostar**
- **Eurotunnel**
- **Heathrow Express**
- **Southeastern**
- **South West Trains**
- **Freight Operators**



# At a venue level, Transport Security Venue Delivery Teams will undertake risk assessments and integrate transport security

## Key Roles

- Deliver a transport security overlay plan
- Ensure cross modal transport security coordination
- Establish, determine security responsibilities
- Identify additional local transport security risks not already mitigated by existing transport security regimes
- Ensure that as far as possible, the transport security overlay plan is implemented

## Venue Delivery Teams

- London's competition venues;
- Weymouth & Portland;
- Hadleigh Farm;
- Broxbourne;
- Eaton Dorney;
- Egham (for Royal Holloway College Hotel, non-competition venue)
- Regional Olympic football stadia

## Key Attendees

- Chair – Venue Police Force (Home Office)
- ODA Transport
- LOCOG Venue Operator
- DfT TRANSEC
- Venue Police Force
- British Transport Police
- All transport operators for Olympic Venue
- Local Authority
- Olympic Transport Security Project Coordination Office
- Other organisations as required (e.g. Highways Agency, HM Coast Guard)



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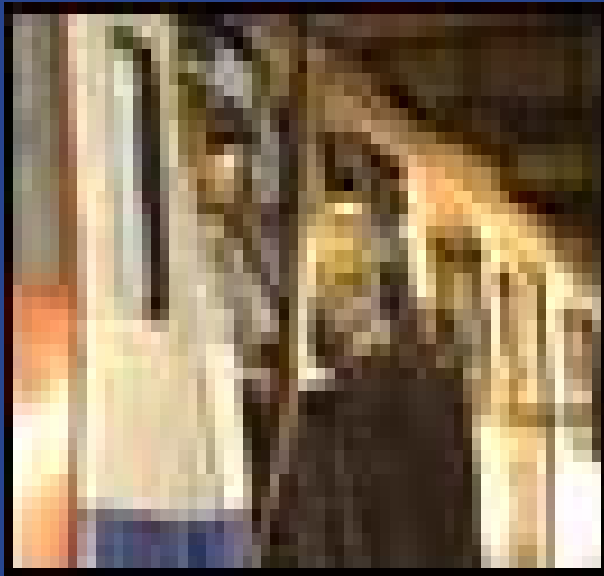


## Transport Security Planning Assumptions

- Ministerial Agreement - Strategy and Budget
- Ownership by DfT
- £600 Million overall security budget
- SEVERE threat level (attack highly likely)
- Limited to ODA 'Olympic Transport Plan'
- ODA and LOCOG remain responsible for their transport requirements and in Venue transport
- Operators retain responsibility for safety, resilience and business continuity
- Operator security costs met by them in accordance with 'user pays' principle



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## Transport Security Risks

- **Terrorism**
- **Serious Crime**
- **Domestic Extremism**
- **Public Order**
- **(Service Disruption)**



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# The Risk Register Builds On Existing Modal Risk Registers

## Risk Register

- Established since 2007
- Development is detailed in the OTSMP
- Populated by extensive stakeholder engagement
- Actively records risks, mitigations, assumptions and costs
- Builds on existing modal risk registers
- Covers cross modal risks

RESTRICTED  
Transport Security Management Plan for the London 2012 Olympic and Paralympic Games  
**APPENDIX C**

**DEVELOPMENT OF THE OLYMPIC TRANSPORT SECURITY RISK REGISTER (2007/08)**

**Introduction**

The risk register covers all time periods including those used by ODA Security which are Construction, Fit-out, Testing (Cognisant of Games Time) and Legacy. Transport Security necessarily also considers Games Time and does not distinguish between Construction and Fit-out, since the focus is less on the new developments and infrastructure, more on protecting existing assets and operational changes. All types of transport security risks are considered, from anti-social behaviour to counter-terrorism.

The risk register indirectly captures aspects of safety benefits, in that a number of mitigations have associated safety improvements and vice versa. Safety benefits are not explicitly stated, though many mitigations assume that (for example) stewarding and additional staff will be provided for operational reasons and that such staff will, with some training, also carry out security activities.

**Roles and Responsibilities**

A number of organisations are carrying out Olympic security risk work related to the Games, often with multiple agencies contributing to multiple workstreams. Overall co-ordination is by OSD, while individual organisations liaise closely to define and develop Security Programmes to feed into the OSD Security Co-ordinator's SI

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**ODA Transport Security Cross-Modal Risk Register**

**Process for Informing the Risk Register**

**Risk Identification**

Workshops were held with each of the transport modes to identify risk, mitigations and estimate costs. The workshops comprised key security representatives from the modes and were informed by the high level strategic risk registers which were issued in October 2007.

The outcomes of these risk registers served as a prompt for determining more detailed mitigations that were captured in further waves of workshops. Each round of workshops served to refine mitigations and the associated assumptions that are necessary made in order to estimate the extent of mitigation likely (and the cost estimate).

An iterative process is necessary to allow the refinement of assumptions as the overall Olympic and Paralympic programme develops, along with other external factors which may be subject to change.

**The risk identification workshop iterative process**

Sept - Dec 07	Jan - April 08	April / May 08	June / July 08	Aug to Dec 08	Dec 08 and on-wards
First Modal & cross modal workshops	Second Round of modal & cross modal workshops	Third round of modal & cross modal workshops	Fourth round of modal & cross modal workshops	Fifth round of modal & cross modal workshops	Further rounds of workshops
Threat & vulnerability assessment High level risk registers developed	First draft indicative mitigations & cost estimates Initial gap analysis	Revision to indicative cost estimates & assumptions Initial filtering & prioritisation of mitigations	Iteration to incorporate expected indication of risk appetite & Service Level Agreements Inclusion of smaller / less affected modes	Follows first issue of draft Transport Security Plan Include feedback from draft Plan, outputs from Beijing	Regular reviews of risks, mitigations, cost estimates as required Preparation for and implementation of early stages of Transport Security Plan



## Where are we ? (1)

- **Ministerial agreement to Olympic Games Strategy**
- **Ministerial agreement to indicative budget proposals (£600 million)**
- **ACC London and Olympic Games**
- **OSD / DfT Transport Security Project**
- **Superintendent BTP Project Director / Project Team**
- **Risk Assessment Process and Register**
- **Olympic Costings 2008-2013 completed**
- **Funding agreed with DfT (£23.8 / £24.9 million)**



## Where are we ? (2)

- **Stakeholder Relationships (ODA / LOCOG / OSD / Industry / DfT)**
- **Explosive Search Handlers / Dogs / SRU Vehicles**
- **Airwave / GIS / ANPR / CCTV (?)**
- **Target Hardening Workshops**
- **Concept of Operations (HVP / CT / Sec 44)**
- **Command structure / Daily Policing Plans**
- **Gap Analysis – Mutual Aid**
- **Games Time Accommodation**
- **Business As Usual – with Olympic Additionality**



# BTP Project Team

## **Project**

ACC – Project Sponsor  
Superintendent – Project Director  
Project Manager  
Project Support Officers (2)

## **National Transport Security**

### **Project Co-ordination Office**

Inspector – Stakeholder Management  
Project Support Officer

## **Civil Contingencies unit**

Inspector – Testing / Exercising  
Constable – Contingency Planning

## **Operations**

Inspector - Planning  
Inspector – CT  
Constables (2) – Planning  
Sergeant / Constables - Explosive  
Search Dog Handlers (10)

## **Crime**

Inspector – CTSA  
Constable – Intelligence  
Intelligence Research

## **IT**

GIS Technician



## Peak days BTP deployment 1,000+ officers

- Olympic Park Zone - 200
- River Zone - 70
- Central Zone - 102
- St Pancras - 40
- Ebbsfleet - 20
- Wimbledon - 10
- Eton Dorney - 12
- Broxbourne\* - 7
- Weald Country Park\* - 5
- Weymouth - 7
- Hampden Park - 70
- Millennium Stadium - 55
- Old Trafford - 25
- St James Park - 20
- Villa Park - 20
- London Major Stations - 60
- Interchanges/Airports - 140
- Strategic arterial routes - 45
- Crime - 113
- PSU/CTSU/POLSA - 100



## **BTP Risks (1)**

- **Funding**
- **Reputation**
- **Open Access Transport Systems**
- **Balance Security v Olympic 'Look and Feel'**
- **Airwave Special Coverage Areas**
- **BTP Accommodation at Stratford**



## **BTP Risks (2)**

- **Access to Mutual Aid**
- **Lack of Officers With Specialist Skills**
- **Too Many Officers Having Multiple Skills**
- **Olympic Torch Route - Unknown**
- **Olympic Training Camps**
- **Scale of Olympic Cultural Events**





## What Next ? (1)

- **LOGOG Programme of Events**
- **ODA Rail Service Delivery Plans**
- **Continued Stakeholder Engagement**
- **Transport Security Modal and Venue Plans**
- **Full Integration with OSD / Transport Security Project**
- **BTP Olympic Project Work Programme Delivered**
- **Recruit Remainder of Planning and Delivery Team**



## What Next ? (2)

- **Review all Olympic Project Documentation**
- **BTP Command Structure and Operational Planning**
- **Counter Terrorism Mitigation**
- **Extensive Testing and Exercising Programme**
- **Venue Transport Plans**
- **Venue Transport Security Plans**
- **BTP Operational Policing Plans**

**QUESTIONS ?**

