

London Organising Committee of the
Olympic Games and Paralympic Games Limited

Planning information for businesses
April 2012



Preparing **YOUR** business for the Games



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This guide has been coordinated by the Cabinet Office and LOCOG, with contributions from Government departments and other stakeholders involved in delivering the Games. The guide outlines some of the impacts that can be expected during the Games to help inform business continuity planning. Information is correct at the time of publication and will be reviewed as new information becomes available, so please visit www.london2012.com/business to get the latest advice.

The Games in numbers



636

competition sessions at the Olympic Games across 26 sports



Olympic Games:

10,490

athletes and 8.8 million tickets

More than

30

Live Sites across the whole of the UK. The Live Sites in London at Hyde Park, Victoria Park, Trafalgar Square and Potters Field next to City Hall are expected to be very popular



37

competition venues across the UK, 27 of which are in London, including five at ExCeL and two at The Royal Artillery Barracks

Olympic Games:

21,000

accredited media and broadcasters and approximately

10,000

non-accredited media around London.

Paralympic Games:

6,500

accredited media and broadcasters



Paralympic Games:

4,233

athletes and two million tickets

Up to

70,000

Games Makers in London 2012 venues across the country, and 8,000 Team London Ambassadors to welcome visitors at key locations around the capital

1. Opportunities and challenges

Olympic Games

27 July – 12 August 2012

Paralympic Games

29 August – 9 September 2012

The London 2012 Olympic and Paralympic Games will be the largest sports events in the world and offer a once-in-a-lifetime chance to showcase the UK at its best.

It is also a great opportunity for businesses of all sizes and sectors and you may already be planning how your business can take full advantage.

Wherever your company is based, there is business support and development help on hand. This will help you compete for London 2012 opportunities and get your business fit for 2012 so that you can maximise the commercial, reputational and legacy benefits of the Games. For some businesses the challenge will be in meeting an increased demand for your services. For further details please visit www.london2012.com/get-involved/business-network/business-support.php.

However, like any large event, the Games will bring with them certain challenges. If your business is located near to a Games venue or a travel hotspot, you need to start planning as soon as possible to reduce any adverse impact that the Games could have on your business.

This booklet provides some advice and guidance on things you can do before, during and after Games time (see box, below), so that you can keep your business running during 2012 and make the most of the opportunities this summer.



When is Games time?

Games time runs from the start of the Olympic Torch Relay on 19 May 2012 to 9 September 2012, when the Paralympic Games end. While the impact on businesses will be greatest during the Olympic Games and Paralympic Games themselves, there may also be some effect to your business at other times during this period.

2. Business continuity planning for 2012



Your business faces and manages challenges every day. Frustrating events like late-running transport, supplier delays, computer crashes, accidents and fraud can cause nuisance or other forms of disruption. But what if something similar affects your business during Games time? The impact of such an event could prevent you from conducting business and affect your brand, image and reputation.

- What if you don't have enough staff?
- What if transport is disrupted?
- What if your supply chain is affected?
- What if access to your workplace is restricted?
- What if you have to respond to a serious incident or crisis during the Games?

You will be better prepared to respond to these challenges if you have given these factors some early consideration and have business continuity plans in place.

Some businesses already have comprehensive business continuity plans and where this is the case you should ensure that you review your plans to factor in the differences you may experience during this summer, and that any contingency measures take into account the additional pressures of the Games.

Business continuity plans should be supported by plans for communicating with both staff and customers before and during the Games so that the impact on them is clear and alternative arrangements can be made as required.

Find out more

General advice on Crisis Management and Business Continuity Management is available from the Business Continuity Institute: www.thebci.org

The National Risk Register: www.cabinetoffice.gov.uk/resource-library/national-risk-register

Business Link: www.businesslink.gov.uk

London Prepared: www.londonprepared.gov.uk

Managing Threats in a Dangerous World –
The 2011 Business Continuity Management Survey:
www.managers.org.uk/bcm2011

National Counter Terrorism Security Office Trilogy of Business Continuity Advice: <http://www.nactso.gov.uk/ManageRisk.aspx>

Advice for businesses

Business continuity planning for the Games should follow existing good practice and you should:

- Consider which aspects of your business activities are critical and assess how the Games may disrupt them.
- Determine a strategy for dealing with this disruption so that your business can continue to deliver key services and products. This should take into account resources such as people, premises, technology, supplies and stakeholders.
- Write business continuity plans to implement this strategy.
- Test and exercise plans and review these in the run-up to Games time.
- Embed business continuity, including clear communication with staff so that plans and arrangements are understood at all levels within the organisation.



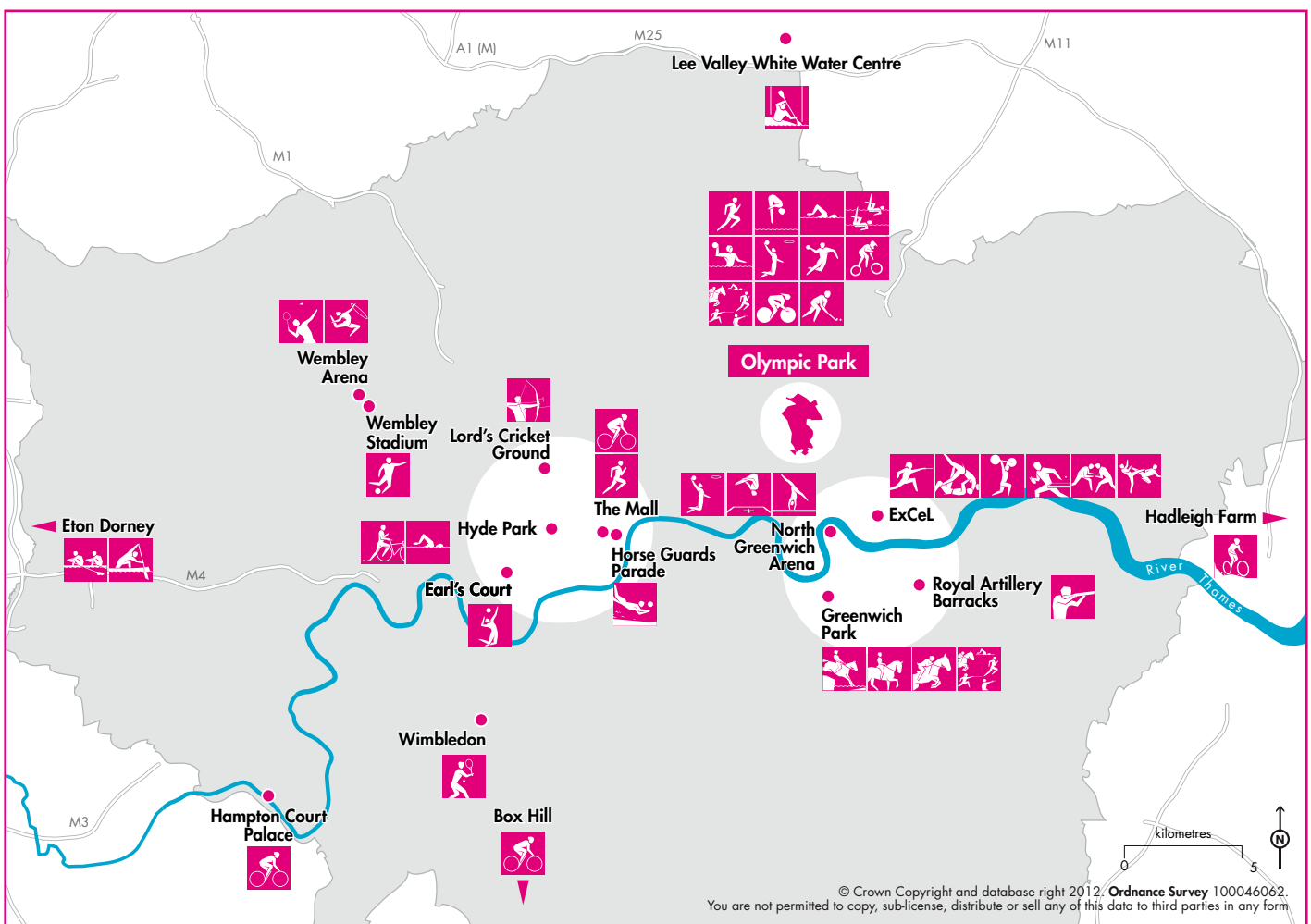
3. What's happening in my area during 2012?

Games competition events

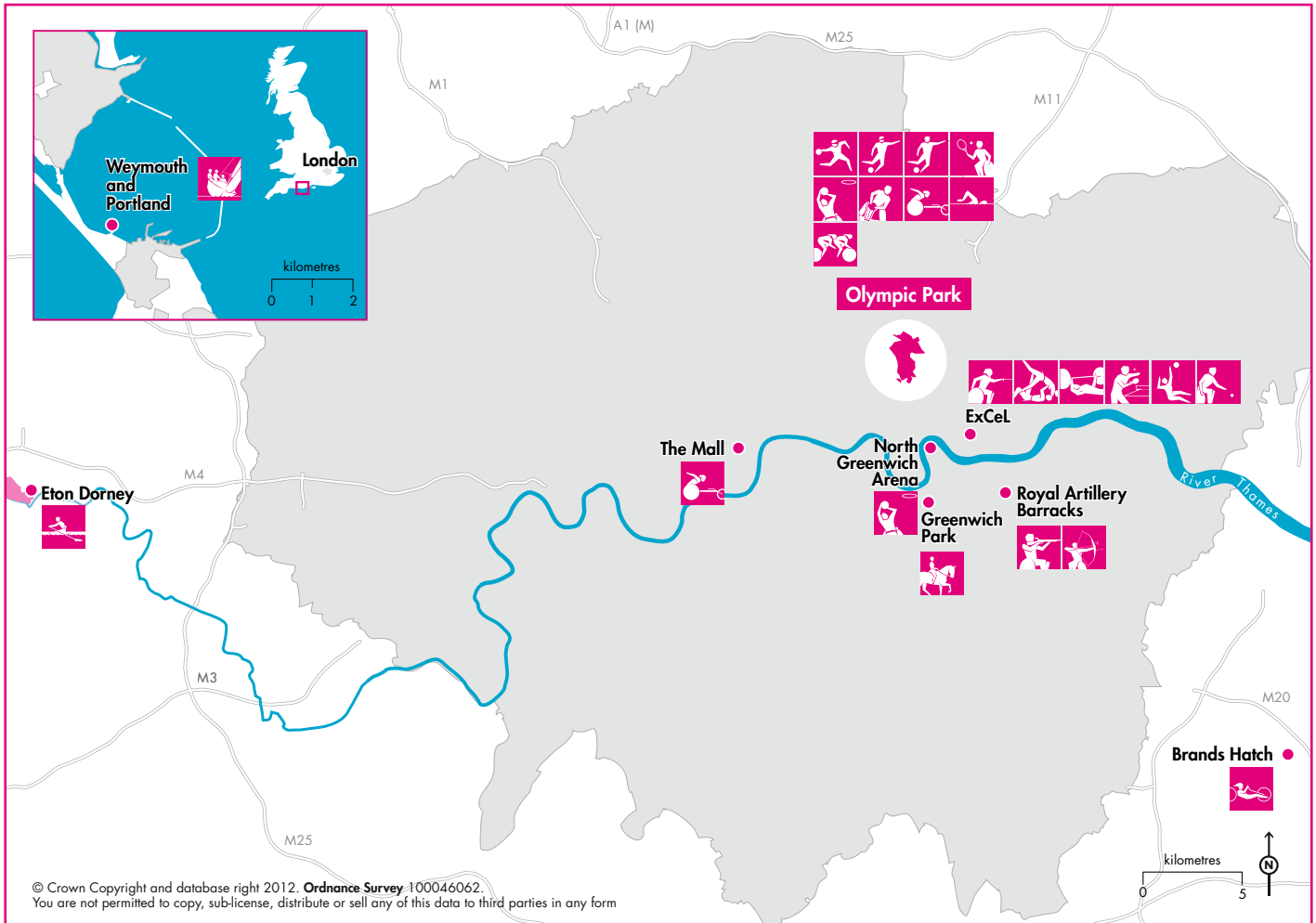
The biggest impact of the Games will be felt in and around competition venues and across central London, where Games competitions, Live Sites and planned parallel events will affect the surrounding areas. There are 37 competition venues across the country, of which 27 are in London. This means that most businesses operating in and around London will be affected by the Games to some extent.

Significant Games activity is also taking place in Weymouth and Portland, Dorset; Eton Dorney, Buckinghamshire; Broxbourne, Hertfordshire; and Hadleigh Farm, Essex. The Football competition is taking place at stadia in Cardiff, Coventry, Glasgow, Manchester and Newcastle, as well as London.

London Olympic venues



Paralympic venues



Visitors and other events in London in 2012

Many other events are due to take place in London in 2012, alongside the Games. These will be a combination of annual events that regularly attract thousands of visitors, and some events inspired by the Games. All of them will present opportunities as well as challenges to businesses across the capital.

They include:

- Her Majesty The Queen’s Diamond Jubilee: 2-5 June
- World Pride: 23 June-8 July
- Wimbledon Tennis Championship: 25 June-8 July
- Notting Hill Carnival: 26-27 August
- Plus a wider range of events including Live Sites, street parties and cultural events during the Games

Events around the UK in 2012

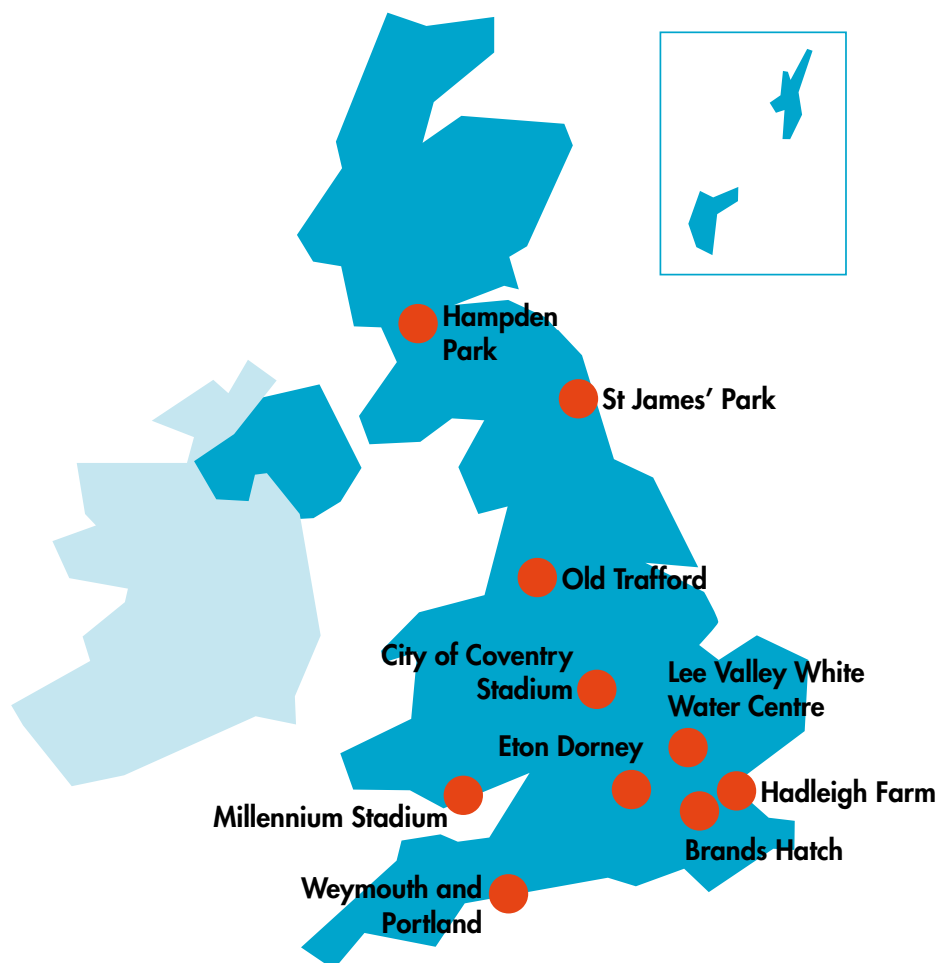
There will be a wide range of Games-related activity occurring across the UK during 2012 and you may have Olympic or Paralympic Torch Relay events, Pre-Games Training Camps, Live Sites or other cultural events taking place near you. These events may disrupt your business, so you should ensure you are prepared to manage any impacts that these could have.

500,000

visitors welcomed to London on an average day in the peak season (including day trippers)

The recently launched London 2012 events database is an Olympic and Paralympic first and will include information on all the events connected to the Games, meaning millions of people around the country will be able to join in the celebrations by going to www.london2012.com/joinin to see what's happening in their local communities. The event listings will unite all strands of celebration: from London 2012 Local Leaders events, Inspire celebrations, the London 2012 Festival, Olympic and Paralympic Torch Relays and events staged as part of Mayor of London Presents, through to events which London 2012 sponsors will stage for the UK public.

UK Olympic and Paralympic venues



Torch Relays

The Olympic Flame arrives in the UK on 18 May 2012. The Olympic Torch Relay will start from Land's End the day after. Over 70 days, the Olympic Flame will journey through every nation and region of the UK (see map of dates and locations on the London 2012 website). Evening celebrations will take place in 66 of the towns and cities through which the Relay passes.– for the latest information please visit:

www.london2012.com/olympic-torch-relay

The London 2012 Paralympic Torch Relay will take place on 24-29 August 2012. Four separate flames will be lit in London, Belfast, Edinburgh and Cardiff before they are united to create the Paralympic Flame at Stoke Mandeville. A 24-hour Torch Relay will then see this Flame taken to the Olympic Stadium. For the latest information please visit: www.london2012.com/paralympic-torch-relay

Find out more

To determine the days and locations of possible disruption, view the sports schedules for the Olympic Games and Paralympic Games at:

www.london2012.com/olympic-schedule

www.london2012.com/paralympic-schedule

Businesses should be aware that spectators are likely to start arriving at venues up to two hours before the event starts and that following the event the first half an hour is likely to be the busiest time.

Visit www.london2012.com for details of official London 2012 Games-related events, including Live Sites and Cultural Olympiad events.

Use existing sources such as local listings for updates on events planned for 2012. Visit www.londonandpartners.com



4. Possible impacts on your business



The Games have the potential to impact on your business in a range of ways and it is important you start planning now to ensure that you are fully prepared to manage the impacts, and make the most of the opportunities afforded by the Games.

Below are some areas of your business that may be affected by the Games, along with some tips on how to plan ahead and sources of further information.

i. Staffing

'Your workforce may be reduced during the Games.'

Depending on your proximity to a Games venue, it is highly likely staff journeys will take longer this summer. Given the large number of additional passengers expected on the London transport network, as well as around other Games venues such as Eton Dorney and Weymouth and Portland, you may need to discuss with your staff ways in which they can plan their travel to work or if there are different ways for them to work during the Games.

Depending on term dates, staff with children may experience increased traffic on school run journeys near Games venues. Similarly, access to buildings may be affected and there may be restrictions such as reduced car parking.

In addition, staff may wish to take time off during the Games because they are volunteering at the Games or taking annual leave to watch the Games.

Advice for businesses

Review your staffing position for the summer of 2012 to take into account:

- annual leave requests
- higher levels of absence
- staff needing to change their normal hours of work due to unprecedented pressure on transport services
- possible loss in productivity during popular or high-profile Games events
- time off for people who are volunteering for the Games

Where temporary changes are to be made to existing HR policies during 2012 you should ensure that staff and other affected individuals have been briefed and trained on this and that they understand their roles and responsibilities.

Staff should be encouraged to consider reducing any non-essential travel, especially in peak hours. If travel is essential, they should be encouraged to travel at different times, or by using different modes or routes (see 'Travel disruption' page 16).



ii. Internet and remote working

'Internet services may be slower at peak times during the Games.'

Businesses are being encouraged to arrange for staff to work more flexibly during Games time and this may require them to work from different locations, such as from home or other offices, or at different times than usual.

In developing your business continuity plan for the Games you will need to ensure that any increase in remote working is supported by appropriate IT, and that internal systems and Internet Service Providers (ISPs) have been engaged in the planning process so that the demands on the system can be understood and managed.

It is possible that some internet services may be slower during the Games or in very severe cases there may be drop outs due to an increased number of people accessing the internet.

In addition, some ISPs may introduce data caps during peak times to try and spread the loading and give a more equal service to their entire customer base. However, this has not yet been confirmed by these ISPs and we hope to have more information nearer to Games time.

If your staff will be working from remote locations or require access to corporate resources you may wish to use the following checklist to inform your planning. Further advice is available from the link in box on page 13:

- Does your local connection have the capacity required for the intended use?
- Is contention on your local connection too high?
- Does your ISP place a cap on the amount of information that can be downloaded?
- Does your ISP enforce a traffic management policy?
- Have alternative means of accessing the internet been considered?
- If you are uploading and consuming information a symmetrical service should be considered.
- If response time produces an unsatisfactory experience consider time-shifting work patterns.
- Do employees know where to seek advice on the organisation's arrangements?
- Are corporate resources scaled for a large proportion of staff gaining remote access?
- Are corporate users trained in using remote access?
- Do remote users have everything that they need to work remotely from their normal place of work?
- Are policies in place to manage expectations that will arise from prolonged home working?
- Are remote access policies and procedures in place?
- Are information resources sized for changes to access patterns?
- Are employees familiar with security policies?

Advice for businesses

- Contact your ISP to discuss your contractual agreement with them and the service they will be able to offer during the Games, including any measures they may introduce to manage peak demand.
- Ask your ISP about network upgrades to increase bandwidth and tools which can optimise and prioritise the flow of applications across your network.
- Consider alternative means of communication (for example, video-streaming may greatly reduce your internal network's capacity).
- If you are planning on encouraging remote working during the Games then you should seek advice from your ISP on the measures that you and any staff working from home can take to ensure they get the best possible service.

Find out more

For advice on remote working and the checklist provided please visit: <http://www.cabinetoffice.gov.uk/content/resilience-considerations-remote-working>

For general advice on homeworking see the Business Link website: <http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1074446319>

Or visit Direct Gov: http://www.direct.gov.uk/en/Employment/Employees/Flexibleworking/DG_10027910



iii. Securing your information

As more people transact online – booking hotel rooms, tickets for events, restaurants, travel arrangements, etc – this does not escape the notice of online criminals and those who might want to cause disruption during Games time.

There are some simple, basic steps you can take to ensure that your business has the right information and cyber security measures in place to combat such threats. You should:

- **Protect** your information and systems: make sure you have all the basic protections in place and up to date, such as firewalls, antivirus and anti-spyware; install relevant software updates, secure wireless connections, secure any remote connections, and consider whether encryption is necessary for sensitive data. Portable devices are easy targets for theft so make sure that laptops, smartphones, tablets and mobiles that contain business information are adequately protected. It's easy to lose information once it's on USB sticks or a CD or DVD, so consider alternative ways to transfer information and, again, the use of encryption.
- **Train staff** about basic information security practice to protect sensitive business, personal and other vital information, including the use of strong passwords, using caution when sending emails, and how to spot suspicious emails and phone calls.
- **Control access** to your systems and networks. Only employees with the right permission should have access to the information your organisation holds. Consider getting your systems and networks tested by ethical hackers to reveal weak spots. Also, you should consider monitoring your networks to spot any unusual activity.

Further information on information and ICT security for small businesses can be found at www.getsafeonline.org and larger organisations can go to www.cpni.gov.uk

iv. Telecoms

'Mobile networks may be slowed down at peak times during the Games.'

Additional capacity and coverage for mobile phone networks is being put in around Games venues. This will overlay the existing coverage provision and existing customers can expect a 'normal' service during Games time.

As with normal business days, at times of peak demand it is unavoidable that mobile networks may be slowed down by higher volumes of traffic. Voice, email and low-data traffic are unlikely to be affected, but it may be difficult to download larger content such as files or images. Where users have access to Wi-Fi this should be used for data wherever possible.

Advice for businesses

You should contact your mobile service provider to discuss any concerns you have about the service you can expect during the Games.

v. Travel disruption

With events right across the capital – many in central London itself – and around the UK, managing transport will be challenging. During the Games, areas around venues will be much busier than normal. London in particular will look, feel and be managed in a very different way. The 2012 Games will impact the public transport and roads network in certain locations at certain times.

TfL's detailed modelling of the transport impacts on the capital during the Games has shown disruption on public transport and roads will vary from day to day, depending on the events scheduled. Around 70 per cent of road traffic in Greater London will be unaffected during the Games. And around two-thirds of all London Underground and DLR stations will see no impact on the time taken to board a train. School holidays will reduce demand on the Tube by approximately 17 per cent, with similar reductions on other parts of the public transport system.

However, at certain times and in certain locations, demand will exceed transport capacity and it will take longer than usual to board a train. Some lines – particularly the Central and Jubilee lines – will be very busy at key times. To help businesses plan to avoid the most congested periods and stations, TfL has now published charts showing the expected demand at a number of Tube and DLR stations.

Businesses are advised to work with TfL and London 2012 to encourage people to change their travel behaviour, so that they can retime, reduce, remode or reroute their journeys to ensure demand can be managed and those staff who need to travel can do so at the best possible time.

To help businesses minimise travel disruption during Games time, TfL and London 2012 are running the 'Travel Advice for Business' programme. The programme aims to support businesses in their advance planning through workshops for businesses in affected areas, a free toolkit with detailed advice and support and other offers. The resources available include information on:

- Where and when the Games are taking place.
- How the Games will impact your business or organisation.
- Arrangements you can make to ensure your business runs smoothly during the Games.
- How to create a Travel Action Plan for the Games.

A major national campaign has also just been launched to explain to commuters and the travelling public across London and the UK how our transport networks will operate at Games time and how they should plan their travel. Watch out for the advertisements across the UK public transport network and visit the campaign website:

<http://www.getaheadofthegames.com>

Enhanced services will be run on the Tube to meet additional demand. On the Jubilee, Central, District and Hammersmith & City lines, all of which serve the Olympic Park at Stratford, an enhanced service is planned for the duration of the Games. On the night of the Olympic Games Opening Ceremony, customers should aim to complete their

journeys by 02:45. Services will operate about an hour later than normal throughout the rest of the Games. On days 7-16, when the events schedule intensifies, the intention is to operate what will be a 'third peak' – morning and evening peaks will run as normal, but peak services will also run between 22.00-23.30 to provide additional services when events end. Customers should ensure that they complete their journeys by 01:45. London Overground and National Rail users should check their journey plans for late trains and remember that the last trains are always very busy.

Advice for businesses

- Visit www.getaheadofthegames.com to see if your business is in an affected area, view the busiest times at a number of Tube stations and help re-plan your journey to avoid them.
- Download the 'Keep on Running' resources, including sample travel-to-work surveys and maps and a Travel Action Plan template, from www.getaheadofthegames.com
- Keep up to date with the latest travel information by signing up to receive our e-newsletter at keeponrunning@london2012.com
- Create a Travel Action Plan using the resources here: http://www.getaheadofthegames.com/documents/Travel_Advice_for_Business_handbook.pdf
- Direct staff to www.getaheadofthegames.com



1%

of London's roads will form part of the Olympic Road Network (ORN) and just one third of the ORN includes temporary Games Lanes

24%

of temporary Games Lanes will be created by replacing or sharing existing bus lanes and will therefore have minimal impact on regular traffic

Find out more

Support is available for businesses of all sizes to help you prepare for the Games.

Visit <http://www.getaheadofthegames.com/travelinaffectedareas/city/london-public-transport.html>

- View station charts for expected busy times during the Games
- Check if your business is in an affected area
- Use the journey time calculator to estimate additional road journey times

Visit <http://www.getaheadofthegames.com/travel-advice-for-business/support-advice-and-tools.html>

- View station charts for expected busy times during the Games
- Check if your business is in an affected area
- Use the journey time calculator to estimate additional road journey times



vi. Road disruption due to the Olympic Route Network and Paralympic Route Network (ORN and PRN)

'Roads in central London and around other Games venues are expected to be extremely busy during the Games.'

The Olympic Route Network and Paralympic Route Network (ORN and PRN) are networks of roads linking all the competition and key non-competition venues for the Olympic and Paralympic Games. They will be essential parts of running the London 2012 Games. This is a tried-and-tested approach that has been used to transport key people at previous Games in Sydney, Athens, Beijing and Vancouver.

The ORN and PRN are part of London's successful bid to host the 2012 Games and are a requirement in the Host City Contract with the International Olympic Committee.

The ORN and PRN are made up of a number of roads that link all competition and other key venues to provide reliable journey times for the Games Family, comprising athletes, officials and media. Most of the ORN and PRN are in London, where the majority of the sporting venues are located. However, they also extend to other parts of the UK.

The ORN, PRN and associated traffic-management measures to improve traffic flow will be proportionate, temporary and will only operate when and where they are needed.

These changes might include:

- Changes to signal timings.
- Banned turns onto side roads.
- Removal of some parking and loading bays, as well as the closure of a small number of pedestrian crossings.
- A ban on planned road works on the ORN from March 2012, and on most A and B roads during the Games.
- Provision of 'Games Lanes' – accessible only to the Games Family and emergency vehicles – on a small part of the ORN. At times of low demand by the Games Family, and if there is sufficient capacity, Games Lanes will be open to all traffic.

The core and venue-specific ORN will be on just 109 miles, around one per cent of London's roads. The vast majority of the ORN will be open to everyday traffic, including taxis.

Every effort has been made to keep the number of roads required for the ORN and PRN and the dates of their operation to an absolute minimum.

'Some routes will operate for a shorter duration, only lasting for the period when the venue is being used for competition. Routes to venues outside of London will operate as and when they are needed.'

Further information and advice for London's roads users at Games time

- If you can avoid it, **don't drive to or through road 'hotspot' areas** at Games time.
- If you do have to drive into or through these areas, **plan ahead and allow more time** for your journey.
- Try to drive **outside morning and evening peak hours**.
- Use TfL's **online road journey planning tool** to calculate how much extra time you should allow for your journey.
- Check **LOCOG's traffic and parking plans**.
- Information, advice and journey planning tools are available at: **www.getaheadofthegames.com**

Temporary Games Lanes

Temporary Games Lanes will be a measure mainly used on the busiest sections of the network. Around a third of the ORN (30 miles) will have dedicated 'Games Lanes'. They will only be for official Games vehicles – and blue-light emergency vehicles on call.

The temporary lanes will only be used for fixed and specific periods of time (typically 6am to midnight), where and when they are needed to meet journey times specified in the Host City Contract, and if there is sufficient space. If there are times when Games Family traffic is lower than expected and there is still available road capacity, Games Lanes will be re-opened to all vehicles. This will be communicated to road users by a network of 150 road-side variable message signs.

Alternative ORN

An Alternative ORN (AORN) and PRN (APRN) has been designated for use on days when there are road events – such as the Cycling Road Races or the Marathons – on the ORN or PRN in central London. Minimal traffic management measures are anticipated to be required on the AORN and APRN.

Roadworks

To further facilitate a smooth run-up to the Games, from the end of March 2012 there will be a complete ban on all non-emergency roadworks on the ORN and PRN. During the Games, this will be extended to cover all 'A' and 'B' roads in London, resulting in significant benefits to Londoners before and during the Games.

vii. Road disruption due to local area traffic management and parking plans around venues

The Games will attract large numbers of visitors to venues and their surrounding areas, which means some temporary traffic and parking restrictions will be needed.

To avoid congestion and safety and security issues during the Games, London 2012 is developing plans with the police, local authorities and others to provide a safe environment around venues and keep traffic moving so that local residents and businesses can carry on with their day-to-day activities.

Temporary resident and business parking protection areas will be needed around Games venues. These will prevent spectators from trying to park around a venue and protect parking for residents and local businesses.

In some areas there are existing controlled parking zones or event day parking zones. The operating hours of these zones might be temporarily changed to protect resident and business parking spaces while events are being held.

Where there are no parking controls around a venue, a new temporary parking zone will be needed to prioritise parking for residents and local businesses.

In addition to the resident and business parking protection areas, we are also designing a temporary traffic management area within close proximity of each venue. These areas will include traffic management measures to provide safe access for visitors to the venue, such as temporary road closures and banned turns. Access to some streets may be limited to local residents and businesses.

Residents and businesses will still have access to their properties and the emergency services will have access at all times.

Find out more

For information and detailed maps visit
www.london2012.com/accessandparking



Road events

Road events – central London

The Central London Zone (CLZ), based around Hyde Park, Green Park and St James's Park, will host a series of road events. These will attract many thousands of spectators, meaning there will be significantly more pedestrians in the area. In addition, the ORN and PRN will be in operation through the area to transport athletes, officials, media and other members of the Games Family to and from competitions.

During the Olympic Games, the Marathons, Race Walks, Road Cycling (Road Race and Time Trial) and the cycling element of the Triathlon will all take place on public roads. The Paralympic Marathons will also take place on roads in London. All of the road events will take place at weekends, apart from the Road Cycling Time Trial on Wednesday 1 August 2012 and the men's Triathlon on Tuesday 7 August 2012.

To create the field of play and ensure the safety of the athletes and spectators – with the minimum of disruption for those who live and work in the capital – the road events require extensive road closures in addition to the restrictions on road movements already in place on the ORN and PRN and in the Central London Zone. If any events use central London's ORN and PRN, the alternative ORN (AORN) and alternative PRN (APRN) (see page 20) will be used to keep London moving. This will involve a small number of additional road closures.

Road events – south-west London and Surrey

On Saturday 28 July and Sunday 29 July the Olympic Road Cycling events take place in London and Surrey. The events will begin on The Mall, before the riders head south-west through Chelsea, Fulham and Putney and continue out through Richmond Park and past Hampton Court Palace. The Surrey section of the course incorporates several circuits of Box Hill, before the riders head north through Leatherhead, Esher, Kingston, Richmond Park and back to The Mall for the finish. Approximately 2,200 road closures are planned across London and Surrey with the roads closed for the majority of the day and some additional parking controls in place on and near the race route.

If you live or work along the routes of road events, or are thinking of travelling in the area by road, it is advisable to note that transport will be severely affected on the day. You are strongly advised to plan your travel for the day, in particular to avoid driving or using the roads if at all possible.

The Road Cycling Time Trial takes place on Wednesday 1 August and starts and finishes at Hampton Court, passing through East Molesey, West Molesey, Thames Ditton, Esher, Whiteley Village, Hinchley Wood, Surbiton, Kingston, Hampton Wick and Teddington.

Rehearsals for officials managing the Olympic road events need to take place in advance of the events themselves. Where possible, these will coincide with closures for other road events or take place under police escort.

An alternative ORN will operate when the designated primary ORN is needed for a road event. Further details on these changes will be available in the spring. Additional changes to the road network will be needed to support these events.

Advice for businesses

- Read more about the ORN and PRN within London, and the Central London Zone road changes, at www.tfl.gov.uk/orn
- For more information on the ORN/PRN outside London, see www.london2012.com/orn
- Consider how the ORN and PRN might affect your supplies and deliveries (see 'Freight and deliveries' page 24).

Find out more

For information and detailed maps of the proposed traffic orders in boroughs across London, visit www.tfl.gov.uk/orn

For more information and maps of the ORN and PRN outside of London, visit: www.london2012.com/orn

Olympic road events

Road Cycling Road Race (men)	Saturday 28 July 2012
Road Cycling Road Race (women)	Sunday 29 July 2012
Road Cycling Time Trial (men and women)	Wednesday 1 August 2012
Triathlon (women)	Saturday 4 August 2012
Race Walk 20km (men)	Saturday 4 August 2012
Marathon (women)	Sunday 5 August 2012
Triathlon (men)	Tuesday 7 August 2012
Race Walk 50km (men)	Saturday 11 August 2012
Race Walk 20km (women)	Saturday 11 August 2012
Marathon (men)	Sunday 12 August 2012

Paralympic road events

Marathon (men's and women's)	Sunday 9 September 2012
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viii. Freight and deliveries

'Disruptions to the road network during Games time will affect deliveries in some parts of London and around other Games venues'

TfL modelling shows that around 70 per cent of road traffic in Greater London will be unaffected by the Games. However, in certain locations and at certain times, disruption on some local roads will affect businesses receiving deliveries and supplying goods and services. This includes other activities, such as waste collections. It will also affect organisations that transport freight.

Given the impact on some parts of the road network, businesses should think carefully about how they will move essential goods around London at Games time. In particular, businesses will be affected by:

- No stopping or loading/unloading on the ORN from 6am to midnight.
- Parking restrictions around venues.
- Longer journey times in affected areas.

What can businesses do about deliveries?

- Adequately plan for deliveries and collections during the Games, using the information available on TfL's Games web pages at www.tfl.gov.uk/2012
- Take deliveries of non-perishable goods in advance of the Games.
- Shift schedules to make or receive deliveries at night or outside the busiest times during the Games.
- Ensure all members of staff involved in delivery activity use TfL's Code of Practice to reduce disruption to local residents from out-of-hours delivery activity.
- Make certain that any changes to delivery activity are appropriate, temporary, and adequately consider the needs of local residents.
- Work closely with suppliers and carriers to ensure they are aware of the Code of Practice.

If you are a Freight Operator, make sure your licence allows you to work outside of normal operating hours. Check [here](#) or visit www.tfl.gov.uk/2012freight

Out of hours deliveries

In some cases, businesses might prefer to move their delivery schedules to make or receive deliveries out of hours or at night. There can be restrictions on night-time deliveries, and businesses are advised to liaise with their local borough and contact the Environmental Health Officer (responsible for noise issues) to explain what they are planning to do to manage night-time delivery and servicing activity during the Games.

Businesses should check the online guidance at www.tfl.gov.uk/2012freight for operators, businesses and boroughs to facilitate quieter out of hours deliveries, as well as case studies highlighting some of the challenges and solutions to deliveries during the Games.

Support for businesses

TfL has developed a Freight Advice Programme to help freight operators and their customer businesses continue to operate effectively during the London 2012 Games. 230 free workshops are aimed at businesses in Games transport 'hotspot' areas which receive freight deliveries, and those companies that deliver to them.

The free workshops will be held both in London and outside the capital in cities including Manchester, Birmingham, Cardiff and Southampton, which have a significant concentration of businesses supplying London. Other areas which generate a large number of freight journeys into and out of the capital will also be targeted, including Slough, Northampton, Chelmsford and Milton Keynes.

To apply for a free workshop place, businesses should sign up at www.tfl.gov.uk/2012 where there is a full list of workshop dates, times and locations.

Freight advice for business – top tips

Receiving deliveries

- **Postpone non-urgent deliveries** – rearrange these for after the Games, when the transport network will be quieter.
- **Reduce deliveries where possible** – if you receive regular, essential deliveries from the same company, work with your suppliers to consolidate them and reduce overall journeys.
- **Talk to other businesses** – contact those in your building, street and Business Improvement District to see how you can work together. Can you coordinate essential deliveries for the same day? Do you have space (for example, a basement parking area) that you can all use as a storeroom for essential items?
- **Stock up in advance** – non-perishable goods, such as stationery, can be delivered and stored.
- **Record your deliveries and collections over the next couple of months** – keep a diary of deliveries and collections to give you a better idea of your requirements for this year. These can include couriers, stationery orders or tea and coffee supplies for the office.
- **Create an action plan** – start preparing now with TfL's action plan **template**, plus online tools and resources to guide you through the process.
- **Test your action plan** – make sure you do this ahead of the Games to ensure it is effective.
- **Out of hours deliveries** – businesses may want to organise deliveries, collections and servicing activity outside normal working hours. Check with your suppliers and local authority to see if this can be done.
- **Get up-to-date, detailed information** – **register** for regular email bulletins providing business travel advice.





Making deliveries and collections

- **Change delivery times** – avoid peak spectator times or try to choose quieter days. For example, London Bridge station and the surrounding area should be avoided between 7-10am, 12 noon-2pm, 4-7pm and 10pm- midnight.
- **Communicate effectively** – several industry sectors, including catering and retail, are expecting large increases in demand during the Games. Work with customers, suppliers and employees to ensure they understand how the Games will impact their deliveries and how you plan to operate during the period. Drivers will need to be aware of any temporary road changes.
- **Explore different delivery options** – think creatively about getting goods to customers. If possible, use secure drop boxes for smaller items or arrange walking and cycling deliveries.
- **Plan your routes** – review [information](#) on localised road changes to check which areas will be impacted by the Games. The information highlights locations affected by the ORN, PRN, CLZ or road events.
- **Help your customers work together** – encourage customers in the same area or building to share deliveries or consolidate supplies.
- **Carry out maintenance now** – if you work in the servicing sector, advise your customers to schedule preventative maintenance for their equipment ahead of the Games.
- **Freight forum events** – attend one of TfL’s upcoming freight workshops to receive advice and speak to other companies.
- **Walk or cycle where possible** – walk or use bikes for small, local deliveries. If your usual loading/unloading location is unavailable, can the driver park nearby and deliver on foot?
- **Re-route delivery vehicles to specific areas** – if you have multiple depots, try to avoid congestion and temporary road restrictions by re-routing vehicles from different sites.
- **Use driver’s mates to reduce delivery times** – on restricted routes avoid vehicle waiting time by employing a driver’s mate who could be dropped off with the delivery and collected afterwards.
- **Manage customer expectations** – ensure customers are aware that deliveries are likely to take longer and give realistic time estimates.
- **Get tailored support for your business** – if your company is in a specific ‘hotspot’ [email TfL’s Freight team](#) for extra help.

ix. Energy and water supplies

'Energy and water utility providers expect to provide a normal operational service, in line with regulatory frameworks, during the Games.'

Water and sewerage undertakers have a statutory obligation to provide water and sewerage services at all times and the Games do not affect this.

Electricity and gas companies have worked hard over the past two years to assess the implications of the Games on their services and have put in place measures to ensure they continue to meet guaranteed supply standards for their customers during the Games.

Utility companies will be allowed to respond to and repair emergency faults during the Games, but non-essential works (principally in London), such as planned maintenance and new connections, will be limited by security, travel and roadworks restrictions.

Roads designated as being part of the ORN and PRN may be subject to excavation restrictions, so this may affect when new connections can be installed. Those seeking a new electricity or gas connection during spring and summer 2012 may experience some delay and are advised to contact their local distribution network operator if in any doubt over how this may affect them.

Advice for businesses

- Discuss with your local electricity or gas distribution network operator or water and sewerage undertaker any requirements you have (such as new connections) that may be disrupted by the Games.



x. Safety and security

'Businesses can reduce safety and security risks by minimising their own vulnerabilities.'

The UK continually hosts major sporting events, state visits and world summits, often at the same time, and consequently the police and emergency services have substantial experience and expertise in the hosting and securing of major events. The Government is committed to delivering a safe and secure Games in keeping with the Olympic and Paralympic culture and spirit. This means the Games will be a celebration of sporting achievement and culture, not a security event.

In developing the approach to security the Government and police have sought to ensure that the necessary protective measures are effective in mitigating security risks but are also proportionate to the threat and mindful of the impact on the public and on day-to-day operations. This principle forms a key part of the Government's existing approach to security and will continue to do so during the Games.

A key element of the Government's strategy is to identify threats to the Games accurately and at an early stage. This enables Government to take appropriate action to ensure that those threats are disrupted before they can have an impact on safety and security, and intelligence is central to this effort.

While planning for the Games is proceeding on the assumption that the national threat level will be severe, there is a clear focus on ensuring that the Games will go ahead in almost any circumstances.



Advice for businesses

The principal way in which businesses can help to reduce safety and security risks is by focusing on minimising their own vulnerabilities. This can be addressed by:

- Ensuring you have robust business continuity and resilience plans and IT security measures in place.
- Planning ahead to ensure you have adequate security personnel in place, and taking appropriate measures to draw up mitigation and contingency plans, as well as encouraging retention of security staff.
- Using the Vulnerability Self Assessment Tool (VSAT) offered by the National Counter Terrorism Security Office (NaCTSO). This is an anonymous and powerful tool that will identify any vulnerabilities to terrorist attack. It produces guidance on addressing the specific vulnerabilities identified.
- Checking the expert advice on protective security available on the website of the Centre for the Protection of National Infrastructure (CPNI).
- Where applicable, conducting strict pre-employment screening checks for security personnel both on and off London 2012 sites and those covering VIP/close protection (for example, CEOs and celebrities). This will reduce security threats by ensuring that those employed meet the required standards, possess the right to work in the UK and hold a valid Security Industry Authority (SIA) licence.
- Being aware that businesses employing private security staff will need to provide adequate training in advance of Games time, for example, in identifying and dealing with suspected ‘hostile reconnaissance’ (an information-gathering activity associated with terrorism).
- Checking your local police website for both general advice such as crime prevention advice and local information (for example, local road closures).

Find out more

To view the London 2012 Olympic and Paralympic Safety and Security Strategy, please visit: www.homeoffice.gov.uk/publications/counter-terrorism/olympics

The Olympic Safety and Security Strategic Risk Assessment or OSSRA (which underpins this strategy) identifies the types of risks relevant to the Games and describes the link between the likelihood and possible impact of risks. It also outlines the resulting objectives of safety and security activities. To view this please visit: www.homeoffice.gov.uk/publications/counter-terrorism/olympics

For information on the UK threat levels please visit: www.homeoffice.gov.uk/counter-terrorism/current-threat-level

To find out more information on protective security from the Centre for the Protection of National Infrastructure (CPNI), please visit: www.cpni.gov.uk

To register with the National Counter Terrorism Security Office (NaCTSO) and for a free vulnerability self-assessment and continuity plan, or to download specific security guidance documents, please visit: www.nactso.gov.uk

For more information on policing, and safety and security in your local area within London, please visit: www.met.police.uk/local

For more information on policing and safety and security in your local area throughout England and Wales, please visit: www.police.uk

For information on policing and safety and security in Scotland or Northern Ireland, please visit: www.scottish.police.uk or www.psni.police.uk

For information or guidance on preventing illegal working, please visit the UK Border Agency website. The following link also includes contact details for the Employer Checking Service which can offer the opportunity to check the status of an individual wishing to work in the UK: www.ukba.homeoffice.gov.uk/business-sponsors/preventing-illegal-working/support/support/ecs

For more information regarding the licensing of individuals working in specific sectors of the private security industry, please visit the Security Industry Authority (SIA) website at: www.SIA.homeoffice.gov.uk



xi. Insurance

'Keeping your insurers advised will help prevent issues with claims.'

During the Games, it may be necessary to work in a different way: your usual working hours may change; the products and services you offer may be amended; your staff may be working at alternative premises; stock may build up at your premises because of delivery difficulties.

You must inform your business insurers about such changes to ensure that your policies continue to provide you with the expected protection. You may need to increase or amend sums insured, add locations where your property is kept or advise of changes to police responses during the Games.

Advice for businesses

Contact insurers and advise them of all changes you are making during the Games.

Review the business interruption sum insured to ensure it is adequate.

Check your intruder alarms will not be affected by any changes such as restrictions to police response times or links to the central stations. If there are changes you must inform your property insurers.

Share your business continuity plans with your business interruption insurers. This will help speed up agreement to mitigation costs after an incident that causes an interruption.

If you are planning on encouraging homeworking during the Games then you should consider:

- The health and safety of your employees in their homes.
- Is any company equipment taken home. If so does it need to be insured?
- Information security, especially security of third-party details.

Find out more

General advice on insurance: http://www.abi.org.uk/Information/Business/Insurance_Advice_for_Businesses.aspx

xii. Other factors to consider

Accommodation

During the Games there will be an increased demand for overnight accommodation, particularly for the 120,000 hotel rooms already available in the capital.

London is used to handling large numbers of visitors regularly and accommodation in the capital is 80 per cent occupied every month.

Local authority services

Some local authorities may temporarily change how they deliver services (for example, waste collection) during Games time depending on the nature and scale of activity in their locality.

Brand promotion during the Games

Enforceable restrictions on any unofficial association with London 2012 already exist and will continue to apply until the end of the Games. At Games time, specific restrictions on street trading and advertising will apply in areas close to the Games venues.

Companies that are not official sponsors of the London 2012 Games are not permitted to have any association with the Games, nor use particular Games marks or terminology. There are ways for business to celebrate the Games, which do not contravene the brand guidelines.

Advice for businesses

If your business is likely to have a requirement for additional accommodation during the Games, such as for staff with transport difficulties, this requirement should be identified as soon as possible as demand will be high.

Local authorities will communicate any changes to services in due course. In the meantime you can check your local authority's website for updates.

Find out more

For further information on booking accommodation in London during the Games, visit: <http://www.visitlondon.com/accommodation-during-the-games/>

For advice on brand restrictions and to ensure that your business is compliant with these rules, please visit: www.london2012.com/about-us/our-brand/using-the-brand.php

For more information on the street trading and advertising regulations, visit www.culture.gov.uk/consultations/7759.aspx

London 2012 timeline

Until July 2012

May 2012

June 2012

Sport test events at venues for event licensing and certification

18 May 2012
Olympic Torch arrives in UK

19 May 2012
Olympic Torch Relay begins its 70-day journey around the UK

2–5 June 2012
Extended bank holiday weekend to celebrate Her Majesty The Queen's Diamond Jubilee

21 June – 9 September 2012
London 2012 Festival

July 2012

August 2012

September 2012

9 July 2012
London Media Centre opens (One Great George Street, Westminster)

16 July 2012
Olympic Village welcomes first athletes and officials

20 July 2012
8,000 London Ambassadors deployed, located at key points in the city

21–27 July 2012
Olympic Torch Relay visits every London borough

20 July – 19 August 2012
Ramadan

21 July – 9 September 2012:
London Outdoor Arts Festival

27 July 2012
Olympic Games Opening Ceremony

12 August 2012
Olympic Games Closing Ceremony

13 August 2012
Departure day

22 August 2012
Paralympic Village opens

26–27 August 2012
Notting Hill Carnival and bank holiday weekend

29 August 2012
Paralympic Games Opening Ceremony

9 September 2012
Paralympic Games Closing Ceremony

Business continuity check list

Factors to consider	Assess	Plan	Promote	Review
Staffing				
Internet services				
Mobile networks				
Transport (including: staff travel; business travel; and supplies and deliveries)	Download a Travel Action Plan from www.london2012.com/traveladviceforbusiness			
Energy and water supplies				
Safety and security				
Insurance				
Other				

Thank you

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