

# WHITE PAPER

How to ensure that your business is 'fit' for the Olympics 2012

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Keystone Resilience Limited



## Overview

Most organisations have a business continuity plan in place. If so, the good news is that there is no need to create a specific Olympics Business Continuity plan. Your business should be able to cope with any disruption during the summer of 2012 providing that your existing plans are fit for purpose and up to date. The list of potential disruptive events that may occur during the Olympics are no different from the types of business continuity incident that could occur at any time and would be managed through the existing plans and procedures. It is just that there is an increased likelihood of an event occurring during those specific weeks in July, August and possibly September 2012.

Having said that, obviously the unstoppable and immoveable event that is London 2012 is an ideal and compelling opportunity to make sure that your BCM plans are in the best possible shape.

So what are the specific actions you need to take to be ready for this 'summer like never before'? They can be covered under the following headings:

### **Determine what level of business activity you need to maintain**

Your normal BIA (business impact analysis) tells you the minimum requirements to maintain the business through the early phase and aftermath of a crisis. During the Olympics, the Government has stated that it would like to see a 30% reduction in commuting traffic in London on top of the seasonal reductions that normally occur during the summer period. Businesses have been urged to encourage their employees to take annual leave during the Games so it may be worth considering whether your business can operate in a 'scaled down' fashion with a focus on the 'critical activities' that cannot be cancelled or deferred.

Once you have determined an acceptable level of business activity, you can then agree how this will be managed. Some staff have to be in the office, but others could work from home if you have provided them with the capability to use systems remotely. You may also want to consider staggering working hours by enabling staff to travel in less busy periods, e.g. early in the morning (prior to 7.00am) and mid afternoon (prior to 5.00pm).

The fewer staff in the office, the easier it will be to deal with disruptions. There will be less people to account for and fewer staff members requiring accommodation or support in returning home.

**Summary:** Consider how you can minimise or re-schedule work to avoid the need to transport staff across London during the busiest time?

### **Know the key timeline and important dates**

Aside from the Olympics, there are many other national and local events taking place this summer. The main ones are listed below, but you should research any others that may be local to your business.

- 19<sup>th</sup> May – the Olympic Torch arrives at Lands End and starts its 70 day journey round the UK. Find out when it will be in your neighbourhood
- 2<sup>nd</sup> June to 5<sup>th</sup> June - Diamond Jubilee. May Bank Holiday moved to 4<sup>th</sup> June and additional Bank Holiday on 5<sup>th</sup> June will give a 4 day weekend
- 8<sup>th</sup> June to 1<sup>st</sup> July – Euro 2012 in Poland, but with significant UK interest and increased TV and internet traffic
- Early July – Olympic Teams and foreign media start to arrive and stay at locations across the UK
- 25<sup>th</sup> July – Olympic Football starts with games in Cardiff, Coventry and Glasgow
- 27<sup>th</sup> July – Games Opening Ceremony
- 3<sup>rd</sup> August (Friday) – busiest business day of the Games
- 9<sup>th</sup> August – Games Closing Ceremony
- 29<sup>th</sup> August to 9<sup>th</sup> September – Paralympic Games

- August Bank Holiday weekend – Notting Hill Carnival

**Summary:** Review how the Olympics and other events during the summer of 2012 will impact your business and plan accordingly.

### **Know what your staff intentions and capabilities are**

Make sure you have a good view of annual leave booked already and keep control of further leave bookings to ensure that the work that must be undertaken over the period can be completed. Be aware that there will be further ticket sales and staff may make late requests for leave. Look at trends for staff absence or sickness over previous years and take these into account with your planning.

In planning for staff to work from home or to stagger working hours to ease travel congestion, look at the following factors to ensure the most appropriate arrangements:

- Staff journey analysis –determine which journeys will suffer the greatest delays, therefore where the greatest benefit will be realised from home working arrangements.
- Internet Service Provider (ISP) analysis – corporate broadband is unlikely to be affected but residential broadband will be impacted by increased usage over this period. This may impact working from home arrangements and access to corporate systems and should be reviewed in advance to understand the possible constraints.
- Remote working – make sure that all remote workers are comfortable in using the technology and that they have practised access. It is likely that some of the home workers may not have used the services for some time and you do not want to increase calls to the help desk at a time when you may have a reduced capability.
- Health and safety considerations – make sure that home workers have the environment and equipment that they need. Take into consideration security issues involved in travelling outside normal working hours.
- Communication considerations – many organisations have a crisis notification and communications system in place. If you haven't, you need to consider how you will quickly account for your staff during a crisis and provide them with the information they need to ensure their safety. Even if you do have a system in place, make sure that the contact details are current and that you run some tests in advance.

### **Intentions and capabilities of your key suppliers**

If your business depends on deliveries of goods or provision of services at particular times and frequencies, make sure that you understand what plans your key suppliers have put in place to enable them to provide continuity of service to you. Work with them to determine whether the requirements can be reduced or whether deliveries can be made at different times. Consider whether you can schedule additional deliveries ahead of the Olympic period (e.g. for stationery and other non perishable items).

If you have a contract with a recovery site provider, pay particular attention to understanding how your recovery site provider plans to support potential multiple invocations if you have syndicated space. It is likely that a testing moratorium will be applied over the games period so if you do need to test, schedule it now.

### **Intentions and expectations of your customers**

Make sure that you understand what your customers will require from you during the Olympic period. Try to find alternatives to face to face meetings such as teleconference or online meetings to minimise travel requirements and ensure that the meeting can go ahead on time.

If you know that regular meetings or inter company visits must go ahead during the games period, then book travel arrangements and accommodation early since there will be high demand and high costs for late bookings.

Where possible hold meetings outside London as you are unlikely to be able to book accommodation and, if you can, the cost will be high.

### **Specifics for Crisis Management**

We all hope that the games will proceed without disruption, but firms in London need to be prepared for something to happen. In this case:

- Ensure that you will have a core team of people who can deal with any crisis that is likely to arise during the Olympic period. This may not need to be the whole Crisis Management Team (CMT); however, ensure that each team member is involved in the planning activities suggested above, understands their specific role and responsibilities and is familiar with all Olympic-specific arrangements.
- Review and update your BCM plans to reflect any personnel or business changes and include specific activities arising from your preparations for the Olympics.
- If you have not already done so, conduct a CMT exercise before the Olympics and make sure that it has an Olympic element as part of the scenario.
- Practice building evacuation and knowledge of Assembly Points. Make sure that you know of any tourist related activity that may impact your primary Assembly Points, such as temporary street entertainment. Make sure your staff are prepared for possible containment/invacuation – i.e. having to remain in the building for any length of time.
- Implement a crisis communication system that does not rely on availability of your own corporate infrastructure.

### **Further Assistance**

If you would like further advice or assistance in making sure that your business is ready for any challenges that may arise during the summer of 2012, please contact us with your enquiry at [info@keyres.co.uk](mailto:info@keyres.co.uk).

More detail on the business continuity and crisis management services that we can provide is available on our website at [www.keyres.co.uk](http://www.keyres.co.uk).