



**Executive
12 March 2012**

Report from the Chief Executive

Wards
Affected: ALL

London 2012: update on Brent's Action Plan for the Games period

1.0 Summary

1.1 This report provides an update on the 2012 Games and progress to date in ensuring successful delivery within Brent.

2.0 Recommendations

2.1 The Executive are asked to note the progress being made on delivery of a successful Olympics in the Borough.

2.2 To agree to Brent providing mutual aid as appropriate to other boroughs once position is clarified.

2.3 To agree that services work closely with Police and health professionals to deliver safe events within the borough.

2.4 To note that it has been agreed to allow staff affected by the 2012/13 leave restrictions, the ability to sell 10 days annual leave back to the council during 2012/13.

3.0 Detail

Background

3.1 The London 2012 Games will have a significant impact on Brent as Wembley Stadium will be hosting the women's and men's football semi finals and finals whilst Wembley Arena will be used as the venue for badminton and rhythmic gymnastics.

As such, Brent is a 'host borough' for London 2012 and is working closely with the London Organising Committee of the Olympic and Paralympic Games (LOCOG), the Olympic Delivery Authority (ODA), the Government Olympic Executive (GOE) and the Greater London Authority (GLA) to ensure the safe and successful delivery of the Games as well as encouraging community participation and a Games legacy.

- 3.2 Events at the Stadium and Arena will take place from the 28 July to 12 August 2012 (Appendix 1 - event schedule). Brent will be operational as a host borough from May – September 2012 to coincide with the start of the Torch Relay in the UK and the closure of the Media Centre at the end of the Games period. Brent is not hosting any Paralympic sporting events.

Borough Operational Plan

- 3.3 Being a host borough will bring significant opportunities for the Borough however, on an operational level it will have a considerable impact on a number of Council services. Brent has been successful in securing financial assistance (£700,000) from GOE towards the costs of services which are additional to usual service operations and which are critical to operating a safe and effective Olympic Games in Brent. These include:
- waste management and street cleaning
 - event licensing/stadium safety certification
 - trading standards
 - environmental health
 - augmented safety advisory group development and delivery
 - emergency planning and control centre reporting
 - Borough Grouping Support Unit (BGSU)
 - communications with residents
- 3.4 In order to secure the funding the Council had to first develop a Borough Operational Plan. The plan was developed by the 2012 Manager together with relevant service areas and details the operations above and financial expenditure against these. Brent Council's performance will be monitored against this plan and grant payment will be linked to delivery.
- 3.5 The updated version of the plan and financial profile was submitted to GLA (programme managers on behalf of GOE) on the 13 January 2012. Two instalments of the grant have already been paid with further payments due in April and December 2012. E&NS Strategic Finance and the 2012 Manager are working with all services to ensure there is a clear audit process.

City Operations

- 3.6 City operations is the name used to describe borough-run essential public services which will have a significant impact on the successful delivery of the Games at a local level. The services are financially supported by the Borough Operational Plan detailed above. Paragraphs 3.7 to 3.36 outline the key work areas within the plan.

C3 Issues and BGSU

- 3.7 All London local authorities will have a role to play in Command, Coordination and Communications (C3) as information on key public services will need to be coordinated across borough boundaries and fed into the Local Authority Olympic Coordination Centre (LAOCC) and the London Operations Centre (LOC). To achieve this, boroughs have been split into borough groupings/zones. Each zone is led by a 'host venue' of which Brent is the lead for the North Zone (Harrow, Ealing, Hillingdon, Hounslow, Barnet, Enfield, Hammersmith & Fulham, Brent). Meetings of the BGSU North Zone group of boroughs take place quarterly and are chaired by Brent's Chief Executive.
- 3.8 Brent's responsibilities will include daily information gathering on the status of services across the boroughs, facilitating any mutual aid requirements capable of resolution within the group and bringing any issues likely to impact on Olympic arrangements to the notice of the LAOCC. From 17 May 2012 Brent will need to provide a 24 hr BGSU contact point and from 25 June to 12 Sept 2012 (80 days) the BGSU will need to be fully operational. The BGSU will be located at Brent House overseen by Brent Emergency Planning. It will run parallel to the Emergency Planning Service and not replace it.
- 3.9 During the Games period all Brent Heads of Service will be required to send situation reports into Emergency Planning on a daily basis for collation and dissemination. On the 17th January the North Zone BGSU conducted an exercise on emergency planning response. Experiences from this test are being fed into the forward planning for the BGSUs.
- 3.10 The control centres at Wembley Stadium and Wembley Arena will also report into the BGSU. On days when both the Stadium and Arena are in operation the control centre at the Stadium will take precedence.

Transport & Olympic Route Network

- 3.11 LOCOG and officers from Transportation have been working on the local area traffic management plans for Wembley. The plans consist of two key areas; the Traffic Management Area and the Residents and Business Parking Protection Area. This involves the closure of Engineers Way and implementing the Wembley protective parking scheme for Stadium events (but not for Arena events). Discussions taken place with Quintain on contingency plans regarding access to the Civic Centre site.
- 3.12 The roads in Brent that have been proposed as designated Olympic Route Network Enforcement (ORN) and 'Games Lanes' are shown on the attached map (Appendix 2). At the current time it is expected that Brent Council will be responsible for enforcing traffic and parking restrictions on the ORN.
- 3.13 In addition Transportation staff will be required to monitor the borough's road network to ensure that no obstruction occurs from road works or other incidents, including parking issues.

- 3.14 Between March and September 'Clearway 2012' is a programme aimed at utilities encouraging them to avoid any maintenance on the ORN. Brent Council will not allow any works (other than emergencies) along the ORN, AORN (Alternative ORN) and major bus routes between July and September.
- 3.15 The ORN/AORN/parking plans are owned and led on by Transport for London (TfL). They are yet to be finalised, especially around the actual Olympic venues. The latest version of the plans are available on the TfL website. Further updates will be made available as the plans are signed off by TfL.

LECC (London Events Co-Ordination Calendar)

- 3.16 The LECC is being used to collate the total "parallel events" picture for London in and around Games-time in 2012. It is one of the primary tools to identify what public agency resources are needed to support these events, and to work with boroughs to provide suitable information through their licensing processes. A primary aim is to ensure that Games sporting events can run smoothly by coordinating non-sporting events and managing their impacts, for example, on policing and transport demand. The 2012 Manager is responsible for updating the LECC for Brent.
- 3.17 Officers have been working with the police to assess the events on the LECC which fall within the Games time plus period (15 July – 16 September 2012). To date, the events in Brent which fall within this period are a Brazilian Festival, Torch Relay and end of the Games Council-led events and several proposed Eid celebrations. Organisers have been made aware that there are additional guidelines and restrictions during the Games period and have been required to submit their event applications to the Borough Safety Advisory Group (BSAG) as early as possible.

Waste Management and Street Cleaning

- 3.18 Brent will ensure that standards of street cleanliness in the period up to and including the Olympic Games are maintained to a consistently high standard.
- 3.19 The Recycling and Waste Service are in advanced discussions with the current contractors (Veolia) and an operational plan is being developed detailing the additional activities to be undertaken. This will include a comprehensive cleansing service before, during and after Olympic events at the National Stadium and Arena as well as additional supplementary cleaning comprising:
- completing a full cleanse of all areas affected by Olympic events.
 - removal of all dumped or fly tipped waste in areas affected by Olympic events;
 - removal of all fly-posters, ties and tags in areas affected by Olympic events;
 - removal of weeds in areas affected by Olympic events;
 - carefully 'cropping' excessive overhanging vegetation to a height of 1.8 metres, ensuring that the finished job is neat and presentable;

- edging of grass verges and soft landscaped areas that are adjacent to the public highway, leaving a straight edge with all loose matter removed;
- reporting other environmental problems such as graffiti, damaged street furniture (including street lights, bollards, street nameplates & road signs), and abandoned vehicles

Regulatory services

- 3.20 Brent are working closely with both Wembley Stadium and Wembley Arena on the adaptation process to convert them into Olympic venues and approval by providing:
- advice and regulation on safety at sports grounds/fire safety provisions for host venues.
 - advice and regulation on licensing act for provision of entertainments and alcohol sales
 - advice and regulation under the Health & Safety at Work legislation.
- 3.21 New advertising and trading regulations have now been approved by Government. In the run up to the Games, the Trading Standards Service will be visiting local businesses to ensure compliance and providing guidance where necessary with respect to matters such as counterfeit goods, misleading pricing, unsafe products, weights & measures and other issues. It is likely that there will be proliferation of internet scams with respect to illegal ticket sales, bogus accommodation and the sale of fake Olympic merchandise. Additional work will be carried out during the Olympics with respect to breaches of the relevant legislation, which will result in the seizure of large quantities of goods as well as the investigation and prosecution of traders, where appropriate.
- 3.22 During Games time there is the likelihood for regulatory services to be called up to provide mutual aid to Boroughs and other parts of London. The position regarding mutual aid is still being clarified and the implications will be discussed at the internal 2012 City Operations Group.
- 3.23 Work on identification of private land ownership and unregistered land will need to start in April 2012 followed by mapping and service of notices for clearing land in readiness for the games starting in July 2012. During the Olympic events the area will be patrolled daily and any rubbish on private land will be removed expediently and drain defects repaired urgently.

Augmented Safety Advisory Group (ASAG)

- 3.24 In order to achieve consistent and coordinated event planning the Council in conjunction with the public service agencies LOCOG, venue operators, land owners and other key partners decided that it would be appropriate to set up a specific venue ASAG for the Wembley Island Site incorporating the Arena and Stadium venues and adjoining public areas. In particular it was considered that due to the complexity and scale of the venues, events and 'last mile'

routes and arrangements it was appropriate to establish a separate group to consider its impact.

- 3.25 The venue ASAG works alongside and jointly with the Stadium SAG (including the Transport Forum), which is a statutory structure and holds primary authority for the Safety of the Stadium, the Council's City Operations and Borough-wide Groups that deal with public service planning and parallel events.
- 3.26 The Venue ASAG is coordinated by Brent Council and Chaired by the Council's Head of Stadium Safety and Event Regulation, and currently meets once a month or more often if the level of review requires more regular sessions.
- 3.27 The primary objective of the group is to ensure that agency and partner planning and delivery for the Olympics venues and Last Mile is not conducted in isolation and that all parties work together to make a safe, well regulated environment for all those attending and involved with the Games.
- 3.28 In particular the ASAG; collates and assess event plans; ensures information sharing; resolves issues or restrictions; identifies clashes/integration issues across site and venues; and importantly approves and agrees plans to ensure that issues have been satisfactorily addressed by all organisations.

Communications with Residents

- 3.29 Brent's role within the Torch Relay etc requires the Council to provide communications to local residents. Part of the GOE funding has been used to secure a part-time Communications Officer to work on the Olympics from January – end of August 2012. Their main responsibility will be to communicate the borough operational message (waste collections, trading standards, transportation disruptions etc) providing key information to residents and businesses.
- 3.30 TfL are preparing their own 2012 Communications Plan. The initiatives and messages are led and controlled by TfL with local authorities supporting them through access to local communication networks and publications such as The Brent Magazine. Brent are also working with TfL by hosting 'Travel Information to Businesses' workshops at the Town Hall throughout February and March 2012.
- 3.31 The Communications Team is working towards a Torch Relay Communications Plan as well as planning the promotion of several Games related events.
- 3.32 The 2012 Manager together with the Web Team are maintaining the 2012 pages in the Brent Council website and intranet.

Policing and Anti-terrorism

- 3.33 As a host borough Brent is working closely with the Metropolitan Police in the planning towards the Games. Representatives from both the Borough Command and CO11 (Public Order Operational Command Unit at the Met Police) attend the monthly City Operations meetings.
- 3.34 The Borough Commanders will be notified imminently how many officers they each have to supply to the central policing plan. Following this they will work on the local policing response to ensure boroughs are safely and adequately policed during the summer. 2,000 officers from forces across the country will also be joining the Met Police during the Games to ensure demand is met across London.
- 3.35 The central policing plan will cover 2012 venues including Wembley and other major events such as the live site at Hyde Park. On an average 24 hour period there will be 9,000 officers deployed as part of this plan. A daily tasking meeting will be held ahead of Olympic events, VIP movements, potential protests etc.. in order to ensure effective deployment. Extra officers will also be made available to Boroughs on request subject to resource availability. Other community safety related issues such as increased prostitution and child safety will also be considered.
- 3.36 Regarding anti-terrorism measures all 2012 venues will have an in-depth security sweep. Wembley Stadium and Wembley Arena will be under security lock down from the 21st July. Security sweeps are also being conducted along the whole of the Torch Relay route across the UK.

NHS

- 3.37 A North London Emergency Planning team is being set up to plan for with health emergencies during Games time. GPs will receive training on dealing with hazardous materials. Advice around 'healthy events' such as alcohol, heat & sun, food, health promotion will be provided to all spectators as well as residents in general.

Other Work Areas

Borough Dressing

- 3.38 All London boroughs have been awarded £50k 'Look & Feel' grant from the GLA to dress and animate their borough. Lamp post banners will be erected along Harrow Road, Forty Lane, Craven Park Road/High Street in Harlesden, Kingsbury High Road, Willesden High Road/Walm Lane. Glass graphics and fence scrim will be erected at all libraries as well as Bridge Park, Vale Farm and Willesden Sports Centres. Special floor graphics will be installed at Barham, Roundwood and King Edward Park, Wembley. There will also be a 2012 flag flying at the Town Hall. Orders have been placed with GLA's contractors ICON and an installation timetable will be confirmed in the spring.

- 3.39 Brent has been working with ICON on the enhanced dressing for the Wembley area as it will host two Olympic venues. The suggested dressing includes banners, floor and wall graphics, cross-street sails, lighting gels and a soundscape on Wembley Arena Square. The areas identified for the enhanced dressing include Wembley Central Station, Wembley High Road, Wembley Hill Road, Empire Way along with White Horse Bridge, Engineers Way, South Way and Olympic Way.
- 3.40 In line with the new street trading and advertising regulations, commercial logos within the restricted zone will need to be taken down or covered. This will affect Wembley City and Brent's own Civic Centre building site.

Torch Relay

- 3.41 The torch relay is due to arrive in Brent on Wednesday 25 July. The route is confidential and LOCOG will make an announcement with further details in the spring. To date Brent is aware of one successful local torch bearer nominated by Brent Sports Service.
- 3.42 By signing the torch relay agreement with LOCOG, Brent has agreed to provide a number of key services (Waste & Recycling, Transportation, Parking, Health & Safety, Control Room/CCTV and Communications) for the relay.
- 3.43 Brent is required to develop a traffic management and communications plan for the day. Police and LOCOG have travelled the route with Brent Transportation officers to identify potential 'hot spots' on the route which will require crowd management planning. It is envisaged that Brent will use rolling road closures with potentially some suspension of parking bays required on key roads though this will be kept to a minimum. A report on the visit is awaited.
- 3.44 The communications plan will be an essential part of providing LOCOG with an overview of the relay in Brent as well as a timeline of key messages to the residents. LOCOG require a plan for Brent which will contribute to the overall communications strategy for the day.

Pre-Games Training Camps

- 3.45 Willesden Sports Centre and Capital City Academy have been confirmed as pre Games training camps and are listed in the official LOCOG camp guide. To date several countries have expressed an interest and Brent Sports Service is replying to queries. Vale Farm has received a confirmed booking from the Japanese badminton team to use their courts for Games time training due to the proximity to Wembley Arena. The 2012 Manager is in discussions with the team contact and Vale Farm to secure some demonstrations/visits for local groups.

London Ambassador Pod

- 3.46 The London Ambassador Volunteer programme led by the GLA. Up to 8,000 volunteers will be required during Games time to welcome visitors into the capital. Volunteers will be based at major transport hubs, tourist attractions, live sites and outside venues. Wembley has been identified as a location for London Ambassadors and a 'pod' which will be a base for the volunteers who will be deployed in key locations in Wembley. LBB and the GLA are in the final stages of agreeing sites and signing the legal agreement.

Events & Community Engagement

- 3.47 Despite being outside the Games period, the Queen's Diamond Jubilee is seen as a significant event within the capital to kick start a very special summer for London. *'Brent Celebrates the Diamond Jubilee'* will be a street party on the 3rd June at Arena Square. A range of Council services will be contributing to the programme of activities.
- 3.48 On the 25th July *'Brent Celebrates the Flame'* will be an event at King Edward VII Park, Wembley after the torch relay has passed through the borough. This will be an opportunity for communities to come together to celebrate the relay as well as engage and participate in cultural activities. The Arts team are working on a programme based on Brent Dance Month to provide artistic content and entertainment at the event which will run from 11:30am – 4pm.
- 3.49 *'Brent Celebrates the end of the Olympic Games'* (title tbc) will take place on the 9th September to coincide with the closing ceremony of the Paralympic Games. This event will take place at a park in the south of the borough. The emphasis will be on music and linking into the national Bandstand Marathon programme which will encourage as many bands and variety of music to be played in one day across the country.
- 3.50 Food stalls will be available at all the above events including opportunities for the Inspire Mark project 'Flavours of Brent'. This is a legacy project which targeted food stall holders and other micro caterers to provide relevant qualifications and skills to benefit from opportunities during the Games.
- 3.51 The Olympics provide an excellent opportunity for a wide variety of community engagement across Brent. A range of activities are under development including:
- a full programme of Olympic and Paralympic taster sports across the borough for young people
 - a school arts programme exploring the Olympic flame past, present and future
 - a writing and film-making competition designed to engage young people with education through the arts whilst combining film-making and celebrations around London 2012
 - Summer Reading Challenge

- 3.52 Brent Heritage Services will curate their first outdoor exhibition to celebrate the 2012 Games returning to London. 'Stadium Full of Dreams' will display 11 portraits of people connected with the 1948 Olympics and looking forward to the 2012 Olympics. It will include images of the original 1948 Team GB, residents who attended or worked at the 1948 Olympics and young people who are aspiring athletes or volunteering during 2012. The exhibition will be held at Wembley Central Square and accompanied by a public programme of events. The exhibition will also be complimented by an interactive online exhibition. This project has been awarded an 'Inspire Mark' by LOCOG. To date nine projects within the borough have secured Inspire Mark awards.
- 3.53 The London Outdoor Arts Festival 2012 will be the culmination of the Cultural Olympiad across the capital. In Brent it will include initiatives such as:
- '*Magnificent seven cemeteries*' visitors will journey to key locations learning forgotten stories of Londoners through participatory activities. Kensal Green cemetery on the Brent border has been earmarked for inclusion in this project.
 - '*Big Dance programme*', a biennial pan London celebration of dance. English National Ballet is offering a series of workshops fusing ballet and parkour in Brent.
 - A bus stop in Kingsbury will host '*Bus tops*' a public art project. Installations which house LED / LCD panels will be fixed to the roofs of bus shelters across London.
 - Opportunities to 'buy in' artistic content from the wider London Festival Programme to hosted at locally ran events.

Get Set Network

- 3.54 Get Set is the official London 2012 education programme for schools, colleges and universities across the UK. The Get Set website features free resources including interactive games and inspirational videos which can be used in class.
- 3.55 The council has been actively working with schools for a number of months to encourage them to sign up for the Olympic ticket lottery. Staff have written to schools, held workshops and joined forces with school sports partners to encourage take up; as well as rewarding schools through the Brent Inspires programme. The programme of free tickets only applies to school children over ten years old, which effectively rules out infant schools and all Key Stage 1 primary pupils. 82.8% of eligible schools in Brent have signed up to Get Set.
- 3.56 Work continues to take place to promote the Get Set network as well as a Torch Relay school project led by the Arts Team and the 'Brent: Our Sporting Heritage 1908-2012' museum and archives learning resource.

Brent Council Readiness

Corporate

Business Continuity

- 3.57 Over recent months the council has undergone significant transformation with various departments undergoing restructuring, services being reviewed and reductions in staff numbers together with a realignment of services and management responsibilities.
- 3.58 Business continuity arrangements are affected by these changes in two key ways:
- i. the database which informs decision making in respect of business continuity arrangements is in need of updating with revised personnel information
 - ii. there is likely to have been a significant change and reduction in staffing capacity and related contingency arrangements
- 3.59 All service areas will be asked to review and update business continuity plans during February, with a view to building Olympic-related business continuity planning into the process.

HR Issues

- 3.60 In order to ensure appropriate service and business continuity during the Games period CMT have agreed the 2012 Annual Leave Protocol. The protocol will require managers to ensure adequate staffing levels including contingency to meet unplanned and / or unexpected demands.
- 3.61 The protocol should be applied in line with flexible working arrangements in order to balance the impact of leave restrictions and/or potential travel disruption on affected staff.
- 3.62 The Council's first responsibility is keeping services running during Games time. Subject to line management agreement, approvals and service requirements, flexible working arrangements that can be implemented for individual staff and teams include:
- flexi-scheme
 - flexible hours
 - reduced or compressed hours
 - mobile working
 - working from home
- 3.63 Whatever working arrangements will be made it is essential that managers see that service and business continuity is assured.

Environment & Neighbourhood Services

- 3.64 Departmental responsibilities have already been referred to above (3.9-3.40)
- 3.65 Domestic waste collections will remain unchanged as far as possible with the option for earlier collections in certain areas are currently being discussed with Veolia.
- 3.66 Discussions are taking place with the parking contractor to extend their current contract in order to avoid disruption resulting from a potential change of contractor immediately prior to the start of the Games.
- 3.67 A number of key services including Highways Operations and the parking compound are based at Pyramid House within the Wembley Industrial Estate. Further work needs to be done regarding the ORN and Games Lanes to ensure these Council services are able to operate when Olympic events are taking place.

Adult & Social Care

- 3.68 Adult Social Care is currently in discussion with providers who provide home care and meals on wheels to ensure that these services continue to be provided during the Games. As part of these discussions we are ensuring that providers make contingency plans in the event of any disruption.
- 3.69 The Safeguarding Team will ensure that adults at risk will be supported. Strategies for communicating with service users and carers are being developed with Council colleagues and our providers.
- 3.70 All staff are aware of the need to provide adequate cover during the Games. Managers will ensure that there are adequate numbers of staff on duty and leave will be approved by Heads of Service.

Children & Families

- 3.71 Schools will be closed during the period of the Games which will minimise the impact on schools and transport issues for staff, parents and pupils. An assessment will need to be made on the impact on activities in schools during the holiday period, e.g. holiday play schemes.
- 3.72 Arrangements regarding safeguarding will be in place as part of a London wide virtual duty service to ensure children at risk who are picked up outside their borough of origin can be appropriately protected. Transport issues for social workers will be addressed through the locality duty service.

Regeneration & Major Projects

- 3.73 Planning permission was granted in November 2011 for Olympic temporary buildings and associated works at Wembley. Building Regulations applications are now being considered in relation to the Arena, and discussions

commenced with the Stadium. The decision was taken not to require formal planning applications for Olympic street dressing.

3.74 Discussions have taken place with developers on key sites affected by Olympic restrictions for example Quintain and the Civic Centre. Temporary alternative access to the site has been negotiated.

3.75 Housing are attempting to source alternative emergency accommodation in anticipation of pressure on hotel spaces during Olympics period.

4.0 Financial Implications

4.1 Brent Council has been awarded £700k for the delivery of services as outlined in the Borough Operation Plan. It is also in receipt of £50k towards borough dressing and artistic content during the Games. Both these grants are restricted to the agreed eligible actions as stated in the contracts.

	2011/12		2012/13				TOTAL
	Q3	Q4	Q1	Q2	Q3	Q4	
Street Cleaning & Waste Management				£277,574			£277,574
Regulatory Services (inc. Trading Standards, Licensing, Food Inspections and Clearing of Public Land)	£7,525	£21,075	£66,571	£164,879	£30,000	£22,000	£312,050
Emergency Planning (inc. BGSU)	£5,975	£12,021	£17,772	£74,608			£110,376
TOTAL	£13,500	£33,096	£84,343	£517,061	£30,000	£22,000	£700,000

4.2 Unless otherwise stated all other cultural and community engagement activities are annual events/projects which are being delivered under the '2012 Games' banner this year and hence use existing revenue budgets.

5.0 Legal Implications

5.1 As detailed in the body of the report, the Council has entered into funding agreements with the GLA. The agreements place legally binding obligations on the Council and Officers must ensure that the Council observes the provisions of the agreements as a failure to do so could lead to a demand for the repayment of funding or other action by the GLA for breach.

5.2 Having signed the London 2012 Host Borough Licence and Cooperation Agreement and also the Torch Relay Agreement with LOCOG, the Council has agreed, inter alia, to take steps to prevent misuse of the Olympic related logos and to prevent ambush marketing along the torch relay route and in the vicinity of Olympic venues. Failure to do so could lead to legal action not just by LOCOG but also by other Games bodies such as the IOC, the IPC, the BOA and BPA. Internal guidance as to use of the licenced logo must be strictly observed by all Council Officers. Additionally, steps will need to be taken by Officers to assist LOCOG to prevent ambush marketing and misuse of the licenced logo.

6.0 Diversity Implications

- 6.1 The demographic composition of the staff impacted by the 2012 protocol has been appended to this report (Appendix 3). In light of trade union and staff feedback on the impact of proposed leave restrictions it is proposed that a questionnaire is issued within the affected service areas to gauge further information to inform the EIA.

7.0 Staffing Implications

- 7.1 Staff in the service areas directly affected by the protocol should be made fully aware of the implications of the 2012 Annual Leave Protocol and that they must be prepared to post-pone or bring forward holiday plans to the period before or after the specified leave restrictions. Since the 2012 Protocol was issued in May 2011, staff have been notified of the protocol via managers in the affected service areas and general notices posted on the staff intranet. However, it is important that communication is continuous to ensure that staff generally, as well as in directly affected service areas, continue to be appraised of the 2012 Protocol implications and requirements. This is particularly due to potentially significant managerial and personnel changes that have arisen from downsizing and re-structures during the 2010/11 Wave 2 Structure and Staffing Review programme.
- 7.2 Heads of service and managers will need to ensure current or planned flexible working arrangements are suitable to provide the necessary cover and service access during the specified periods. For example, it may be necessary to alter periods of agreed home-working or flexible working patterns during the period. It is recommended that service managers assess and review current working arrangements well in advance of the Games period and that affected staff are informed and consulted of any change proposals at the earliest opportunity e.g. example, where individual or team arrangements (formal and informal) may need to be altered during the Games Period.
- 7.3 The annual leave restrictions during the summer period will mean that some staff in affected service areas are likely to plan leave in other key annual holiday periods including Easter, Christmas and school half-terms. The potential concentration of leave requests during these periods will need to be monitored and managed carefully and sensitively in order to balance the needs of staff with operational requirements.
- 7.4 It has already been agreed that affected staff will not be subject to the normal annual leave carry-over restrictions and will be able to transfer untaken leave in addition to their entitlement during 2013/14. It is also proposed that some of the affected staff (excluding senior management) are given the option to sell outstanding leave entitlement up to an increased maximum of 10 or 12 days as an alternative to carry-over. The financial cost and benefits of the proposal will also need to be evaluated. If approved, trade unions and affected staff groups should be consulted on whether this option would be attractive as a way of mitigating the impact of the annual leave restrictions.

- 7.5 The trade unions have expressed a strong view regarding the negative impact on affected staff of the proposed restrictions on annual leave. The trade unions have highlighted the potential for the restrictions during the summer school holiday period to be unreasonable:
- increase child / dependency care costs or issues
 - prevent family holidays
 - prevent attendance at special events involving travel abroad
- 7.6 Under the protocol staff, in affected service areas have been directed to identify and raise any issues regarding the impact of the proposals with their service managers. It is also proposed that HR work with the affected service areas to consult staff informally regarding any childcare or dependency issues (see also Diversity implications above). The trade unions view is that the Protocol is contrary to current annual leave policy, this has been refuted as the policy clearly states that the timing of leave is subject to service exigencies.

Background Papers

Executive Report, 18th January 2010 - Inspiring Brent: Brent Council Action Plan for the London 2012 Games.

Executive Report, 15th November 2010 - Inspiring Brent: Brent Councils Programme for the London 2012 Games.

Contact Officers

Gillian Spry - x3603
Brent Manager for London 2012

Gareth Daniel
Chief Executive