



Supplier of Operational Readiness Services (Public Transport) to the London 2012 Games

Case Study

Olympic Transport Success

Leading Change

Our Role in Delivering the Mission Rehearsal for London 2012

Synopsis

Ten months before the Games, CJ Associates (a leading infrastructure project management consultancy) requested our help to facilitate London 2012's transport readiness programme. We provided a range of services to the ODA's Director of Olympic Transport between September 2011 and May 2012 including stakeholder engagement, group facilitation and consultancy support. This vital but complex programme helped to ensure that the transport domain was operationally ready, coordinated at the highest level and fully rehearsed to work seamlessly with the organising committee (LOCOG), security and local/central government.

Key Issues

In its 2005 bid to the IOC, London 2012 promised the first 'wholly public transport Olympics', but this amazing vision needed considerable work to become a reality in a city better known for its aging and overcrowded transport infrastructure. By mid 2011 the transport programme was well advanced. Individual transport modes had made considerable progress towards Games-time operational effectiveness & an integrated Olympic Transport Coordination Centre (TCC) had been established by ODA with Transport for London (TfL). It was evident from the outset that multiple stakeholder relationships and functional interests were not always fully aligned and that the many key stakeholders needed to work together with a common purpose to identify and address operational and strategic issues that would contribute towards Games-readiness.

The Solution

The ODA programme included numerous development and testing exercises including:

- > Desktop workshops: seminar events for groups of stakeholders intended to explore and address specific issues associated with operational delivery and coordination;
- > A command, control & communication (C3) exercise programme designed to rehearse and test leadership and management cells, and
- > Live rehearsals: real-time events that mobilised Games-time transport assets at all levels to rehearse and assess operations and procedures.

Leading Change provided experienced coach/facilitators to work with CJ Associates, Arup and Parsons Brinkerhoff to develop and deliver 3 major desktop transport planning events, each involving up to 200 people, and several smaller Olympic venue or transport function specific desktop and C3 events. The ODA also commissioned Leading Change to design and deliver two major live rehearsal exercises that provided assurance to key transport stakeholders, including the Minister for Transport, that public transport was integrated and fully ready for the Games.

Typically, support to these activities required extensive stakeholder engagement to understand and align testing objectives, development of suitable exercise frame-works to meet testing objectives, and the management of the exercise itself including the exercise control model and coordination of measurement, evaluation and reporting.



Leading Change Limited
53 Davies Street
London W1K 5JH

T +44 (0)203 170 8026
F +44 (0)203 170 8027

E info@leadingchangeuk.com

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The Results

The scope of transport operations for the London 2012 Games was the most demanding the nation's transport network had ever had to meet with over one million additional journeys on the busiest day. The UK transport industry delivered 'a phenomenally successful public transport Games'. Leading Change was proud to play a small part by helping the transport domain to manage incidents and coordinate activity effectively. This enabled ODA to declare the transport domain fully ready to play its part in the success of London 2012.

Our approach was based on our experience leading and supporting major change programmes, a tight focus on what was important to stakeholders a willingness to work hard and collaborate in multi-disciplinary teams to establish and deliver a common intent and consistent delivery of robust solutions that work under pressure.

In the words of Hugh Sumner, Director of Transport in the Olympic Delivery Authority (the official directly accountable to the Secretary of State for the successful delivery of Olympic transport):

"The role played by Leading Change was of real value to my team, and the service delivered was seen by all those who attended the exercises to be of a very high standard. My team have identified to me that the collaborative approach you adopted and the professionalism & intelligence you displayed were exemplary."

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