**The London Olympics – Case Study**

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**Background**

The day after the city of London was awarded the 2012 Olympic Games, civilians using the London transport system were targeted in a series of coordinated terrorist attacks. Risk management would play a critical role in delivering the London Olympics.

**The Challenge**

The Olympic Delivery Authority (ODA) was tasked with planning and delivering a 9.3 billion pound construction programme, the most complex in Europe. Over 60 interrelated infrastructure, rail and venue projects were to be completed not only safely and securely, but also within immovable time and cost constraints.

To deliver the programme successfully, from the outset the ODA would require a robust framework and practice to minimise threats and exploit opportunities during the lifetime of the project.

*“The eyes of the world were on London as it prepared for the Olympic Games against a backdrop of high profile risks. We brought a calm and measured approach to managing the programme’s extensive risks. Risk management was key to building the stage upon which so many Olympic dreams would be realised.” Peter Morrow Director, Programme Consulting*

***The Solution***

With more than 60 infrastructure, rail and venue projects comprising the London Olympic Games construction programme, risk management requirements were extensive and complex. Services included:

* Risk and planning frameworks for the venues and infrastructure projects
* Risk management training and guidance to project sponsors and directors.
* Regular risk reviews for all projects to ensure risk management standards were consistently implemented.
* Board reports highlighting key programmes, project risks and treatments.
* Development of a governance framework focused on risk.
* Identification and analysis of significant risks affecting the security programme.
* Quantitative risk analysis to establish a contingency budget.
* Project development and planning to treat risks.
* An assurance framework to ensure suppliers managed risks.

***The Outcome***

The risk management framework, assurance plan and risk reporting put in place provided the basis for effective risk management across the ODA’s portfolio. With risks effectively identified, treated and managed, the ODA was able to deliver the portfolio both under budget and within specified timeframes. Risk management was central to delivering the visionary plan made six years earlier to regenerate an industrial wasteland into an Olympic Park.