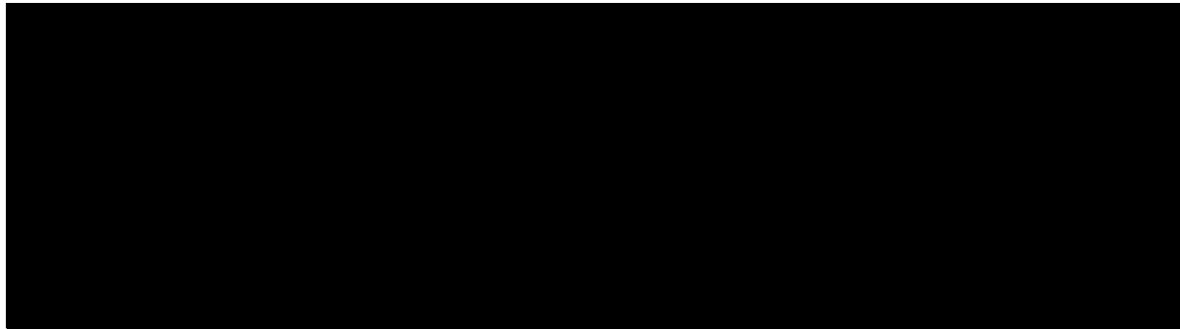
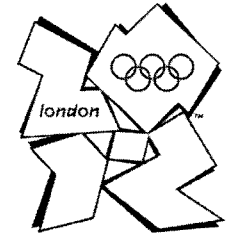


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## Restriction of Use

Our report is intended solely for the information and use of the management of the Olympic Delivery Authority (ODA) and is not intended to be and should not be used by anyone other than these specified parties. The ODA therefore assumes no responsibility to any other user of the report. Any other persons who choose to rely on our report do so entirely at their own risk.



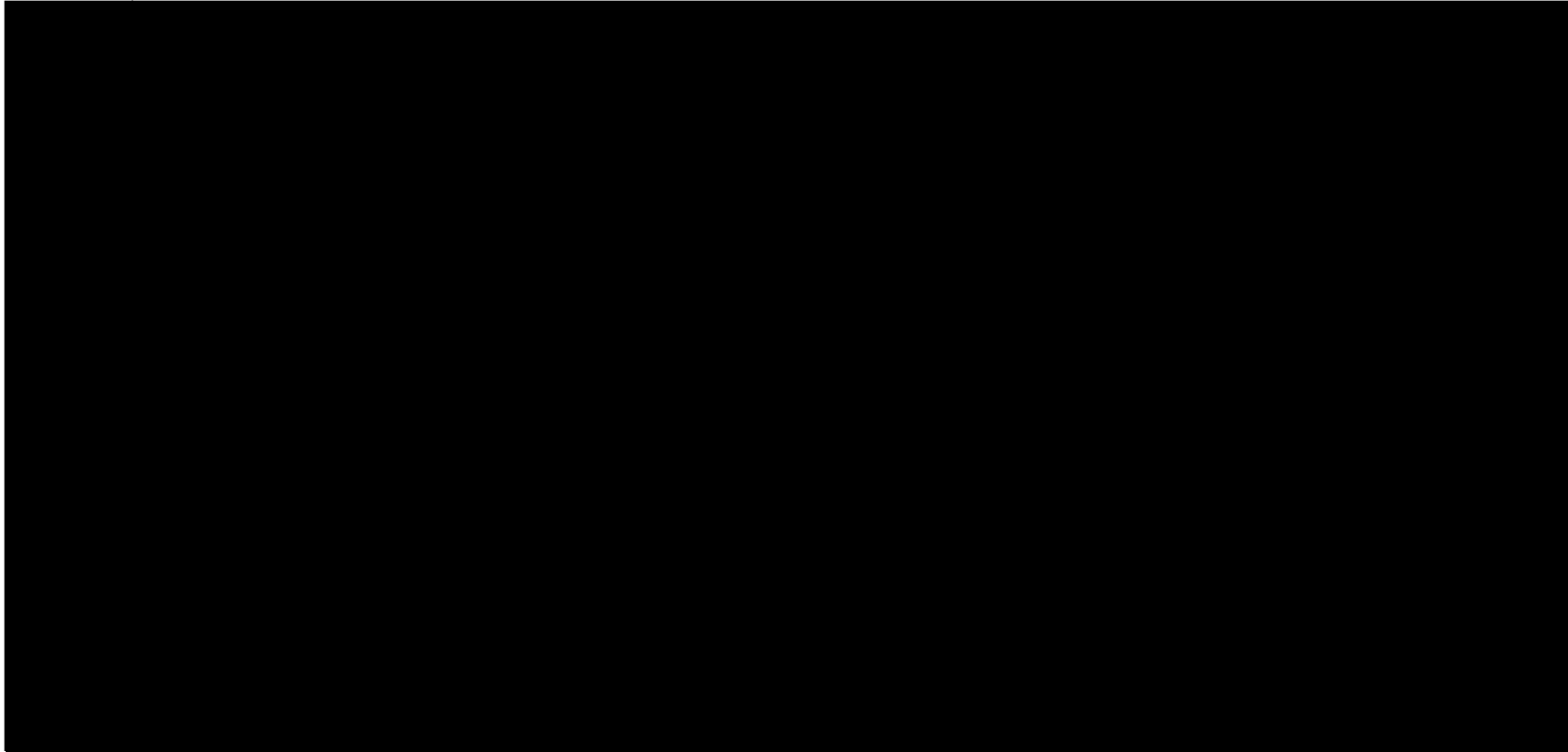
# Executive summary

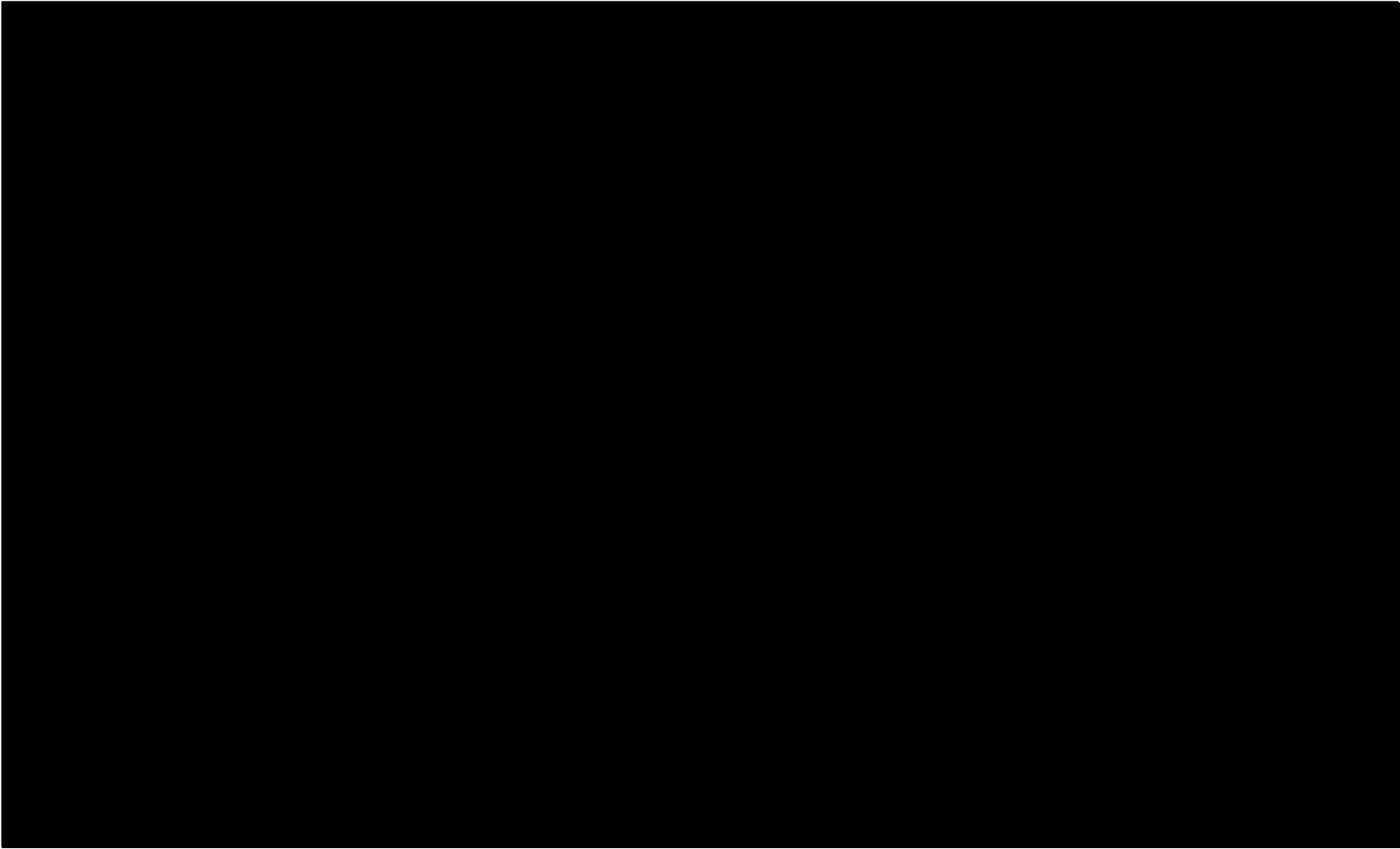
## Objective and background

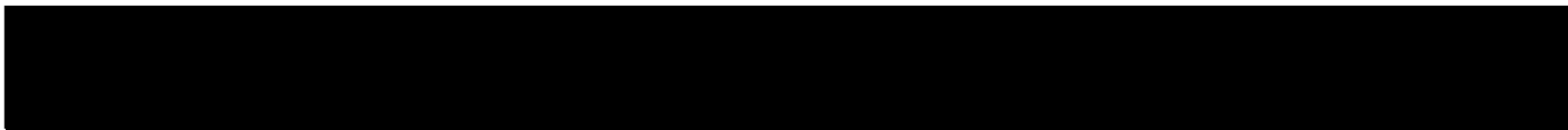
The objective of the review was to understand and highlight inconsistencies, inefficiencies and risks to delivery in the ODA's management of the Olympic security strategy and governance within the areas for which it is responsible. These areas are the security during build and construction, the design and build of Games-time security, and ongoing ODA internal security. The scope of the audit included the governance processes and operational activities in the following key areas:

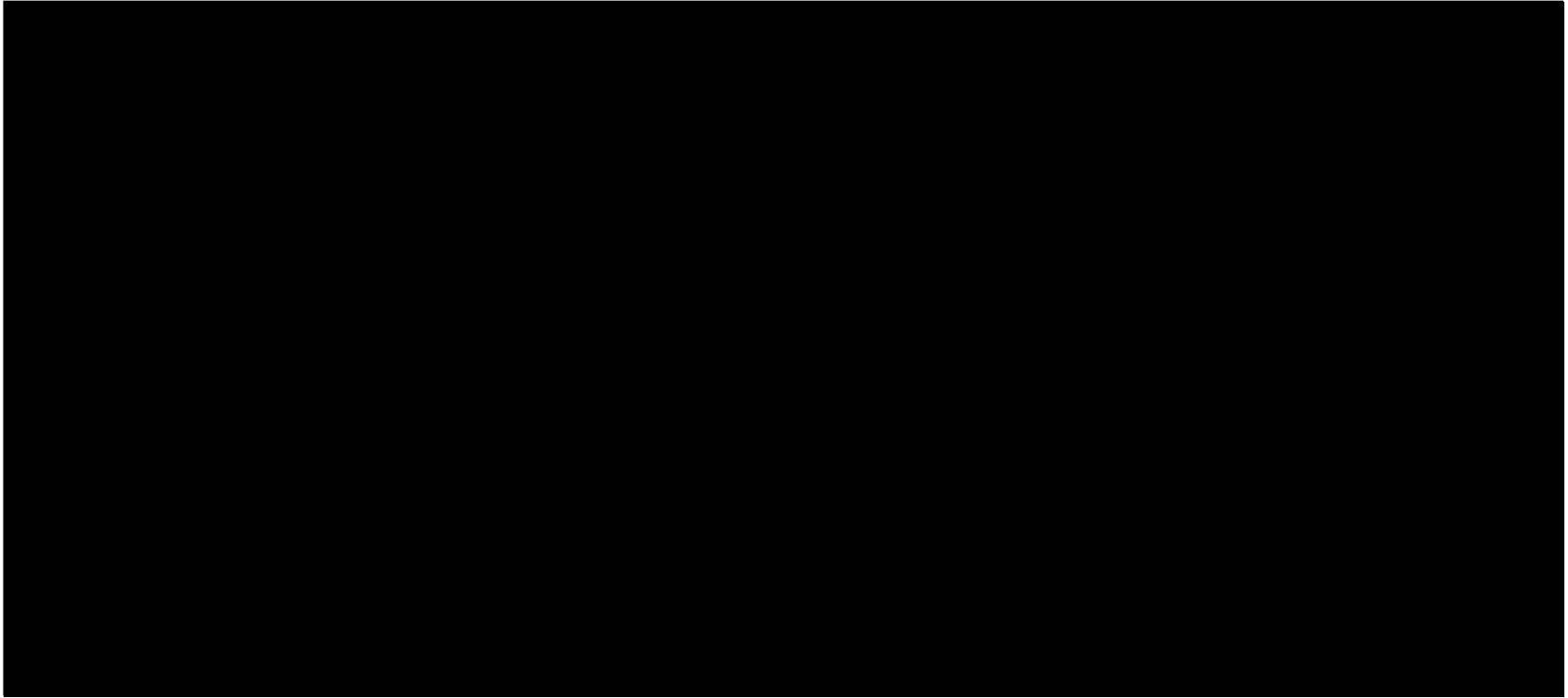
1. the key obligations driving security
2. the security stakeholders, the allocation of responsibilities, alignment of expectations, and ODA's process to engage with stakeholders
3. the nature of the risk, as well as the risk assessment approach and its transparency
4. the strategy for security
5. the process for security engagement within ODA
6. access to and sharing of security lessons learned from previous Games, and security-related knowledge and information sharing
7. the process for ongoing performance reporting and assurance on security in ODA
8. the clarity of allocation of costs relating to security, and the aspects of security cost for which ODA is (and is not) expected to be responsible.

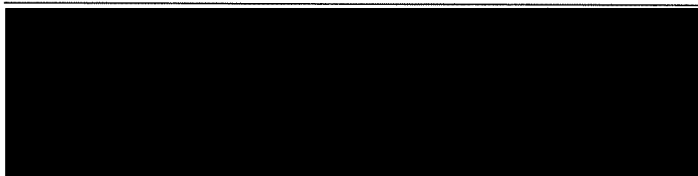
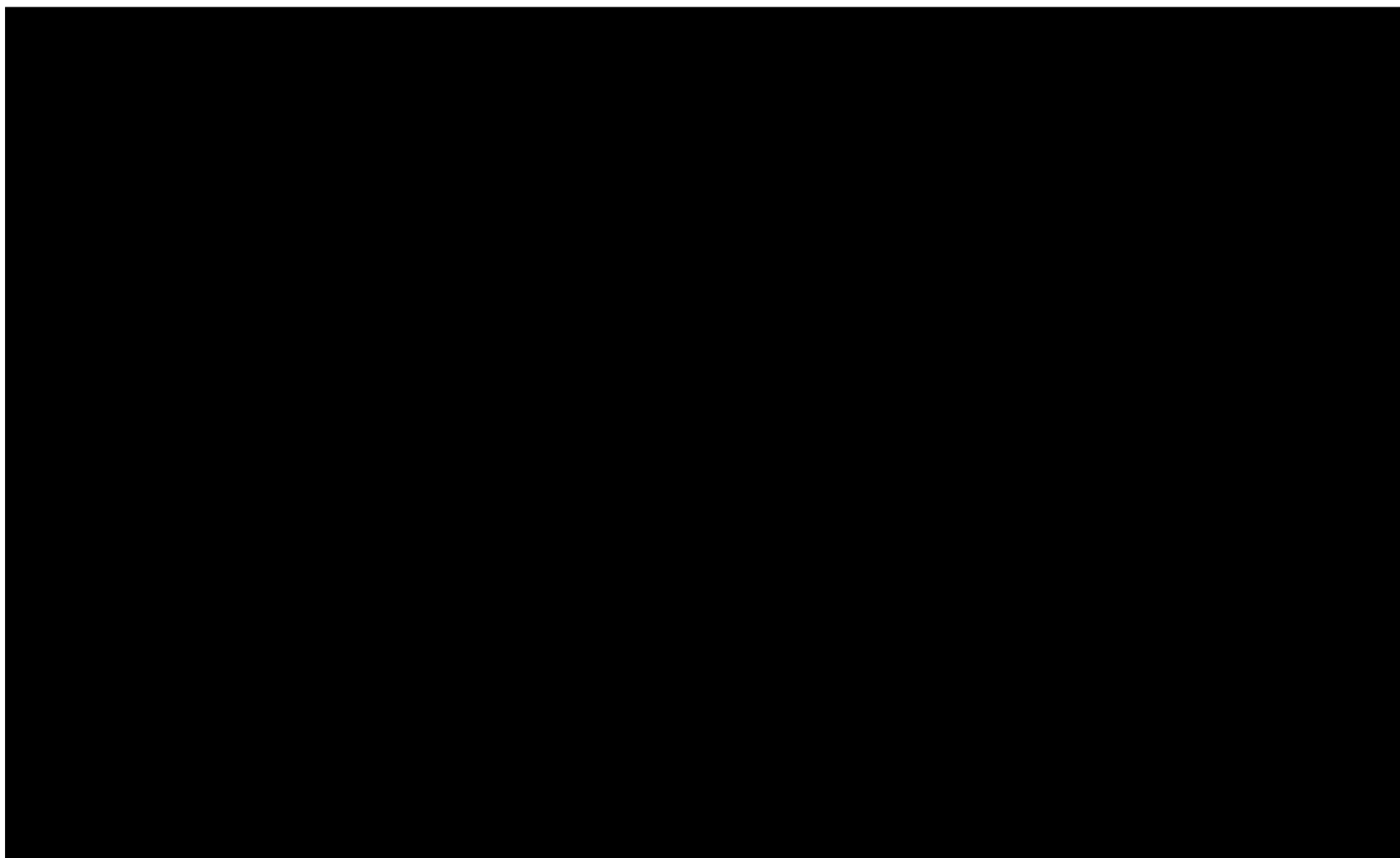
The ODA Security team faces a significant challenge in organising the security of a very high profile event, which presents an attractive terrorist target, within fixed deadlines. The threat level is both high and uncertain, and the security team must execute its plans swiftly in order to meet the deadlines. The security team was established late in the ODA creation process, so they have had to coordinate with the other projects and teams which were further along in the planning process. As a result, some security components have been developed retrospectively. This is now changing with increased resources being available to the team and more structure being placed around the work undertaken.

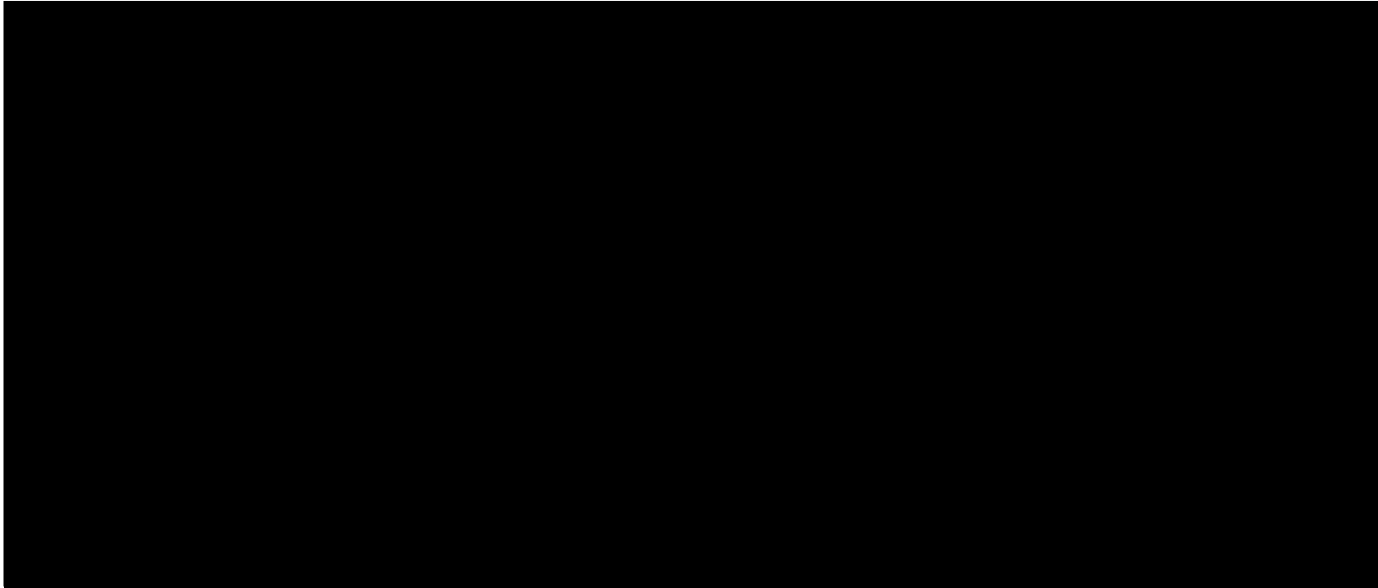


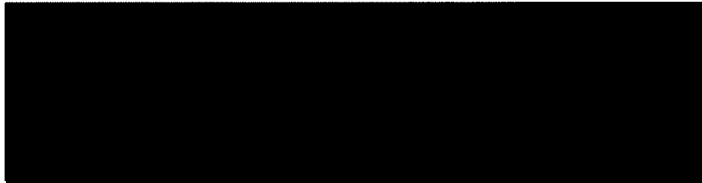
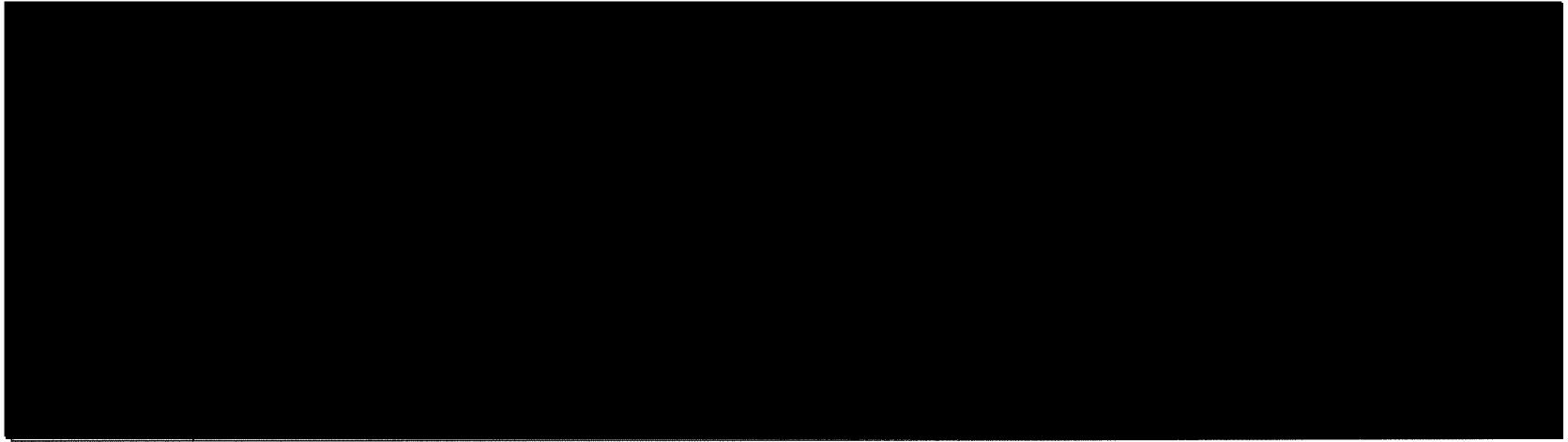


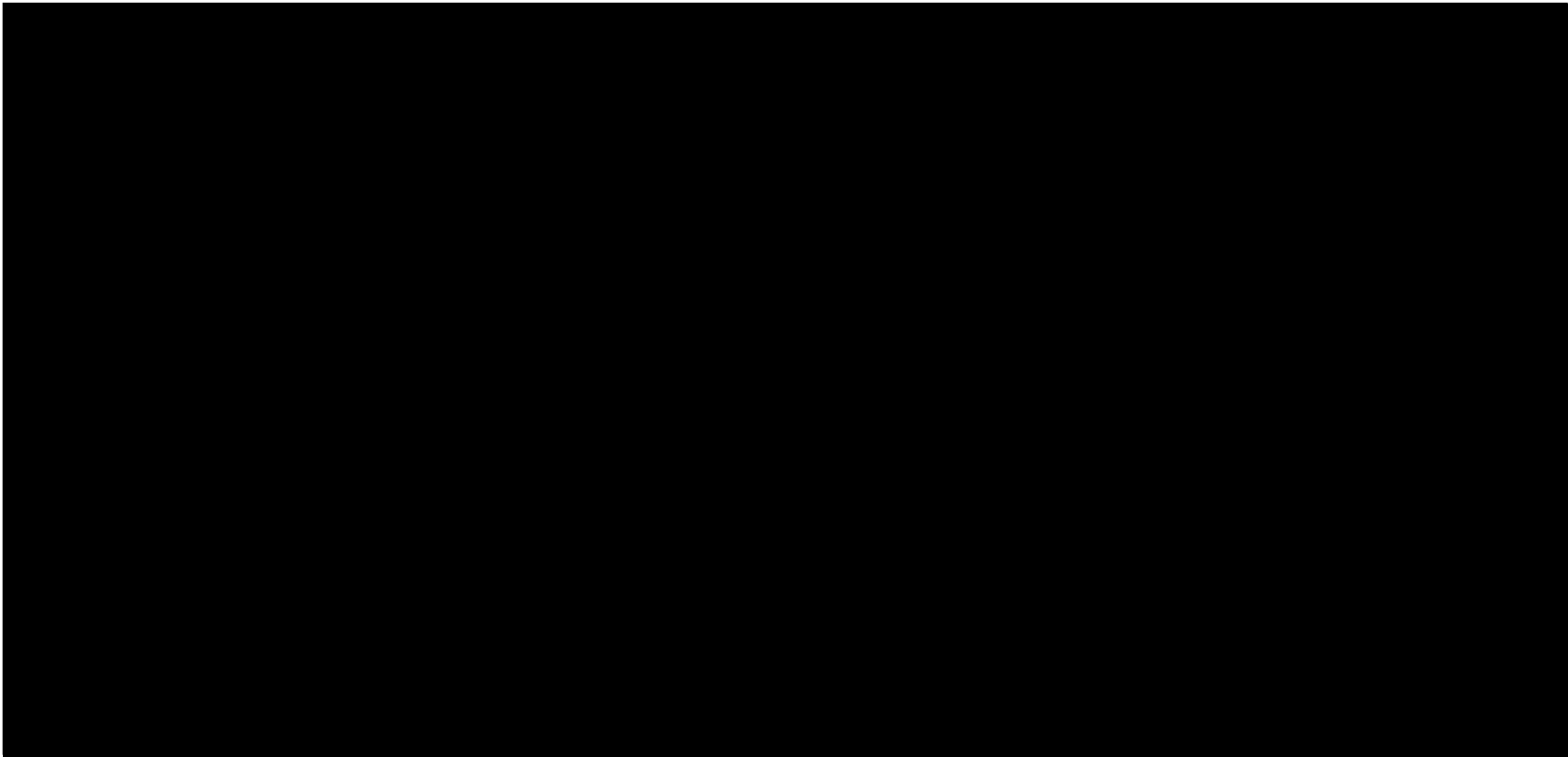


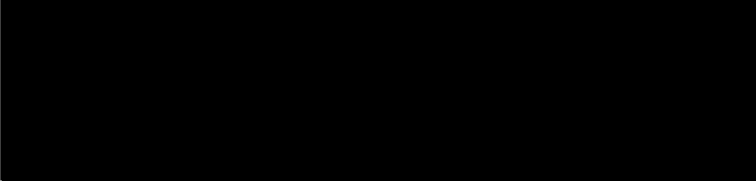
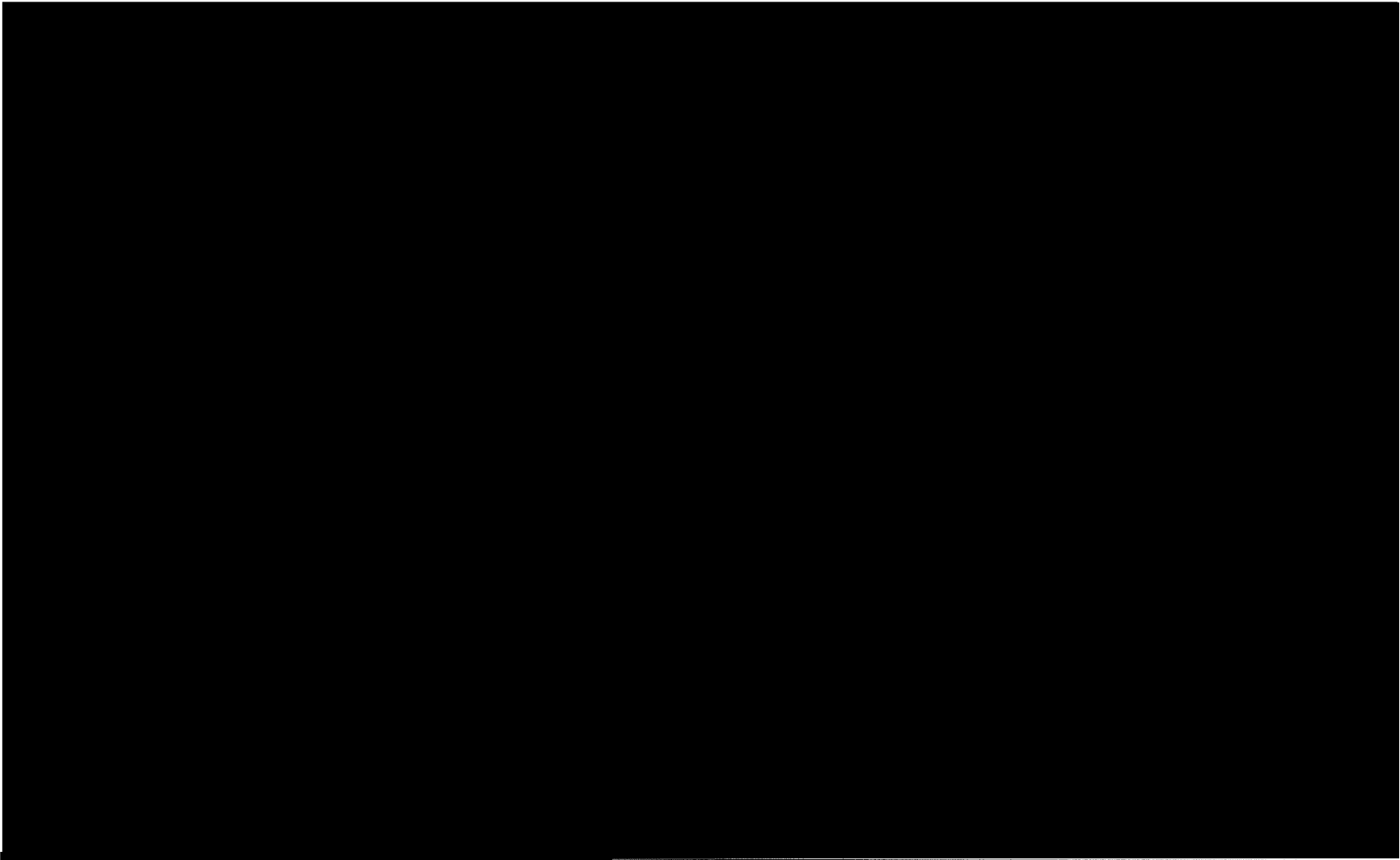


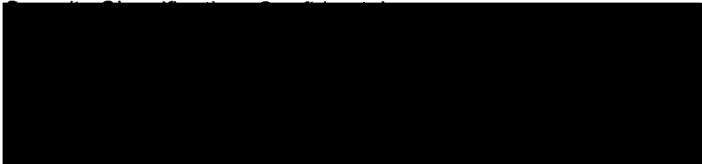
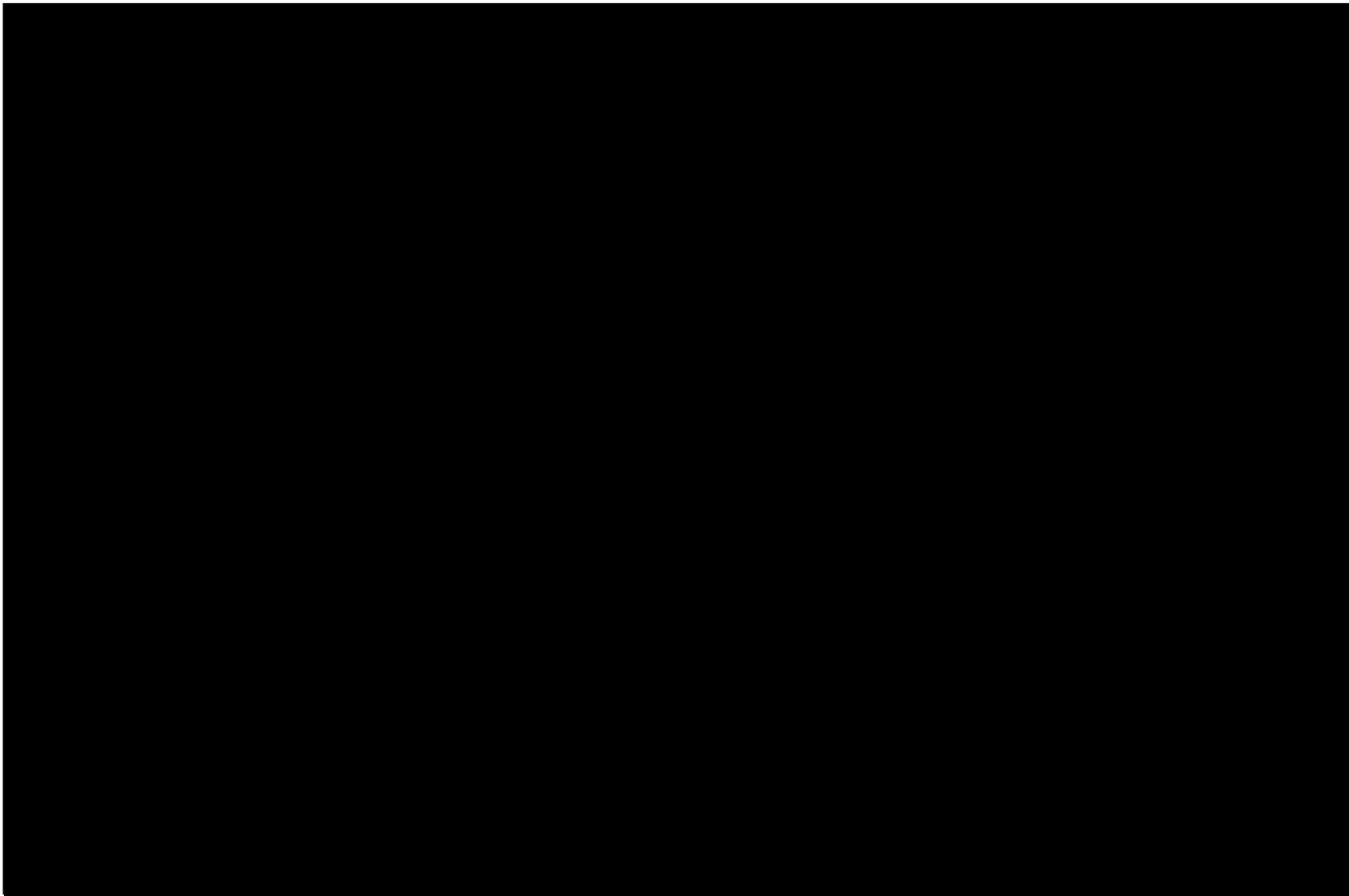


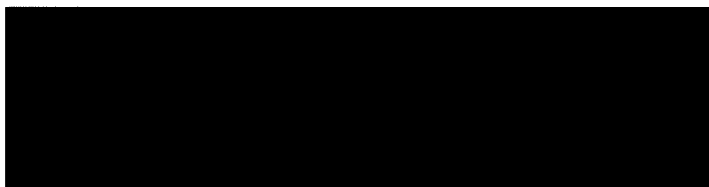
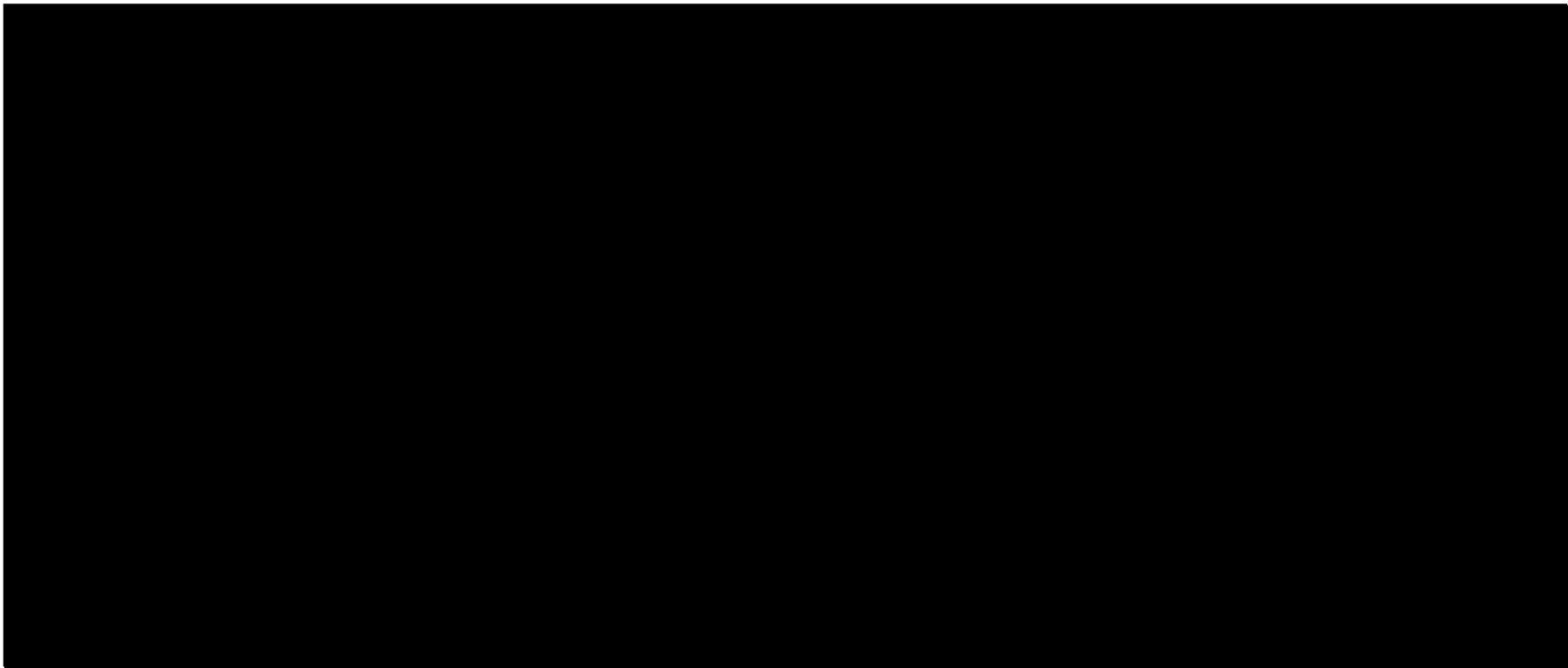


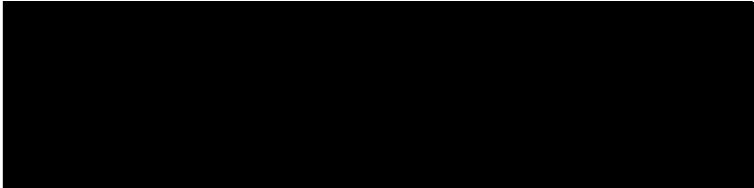


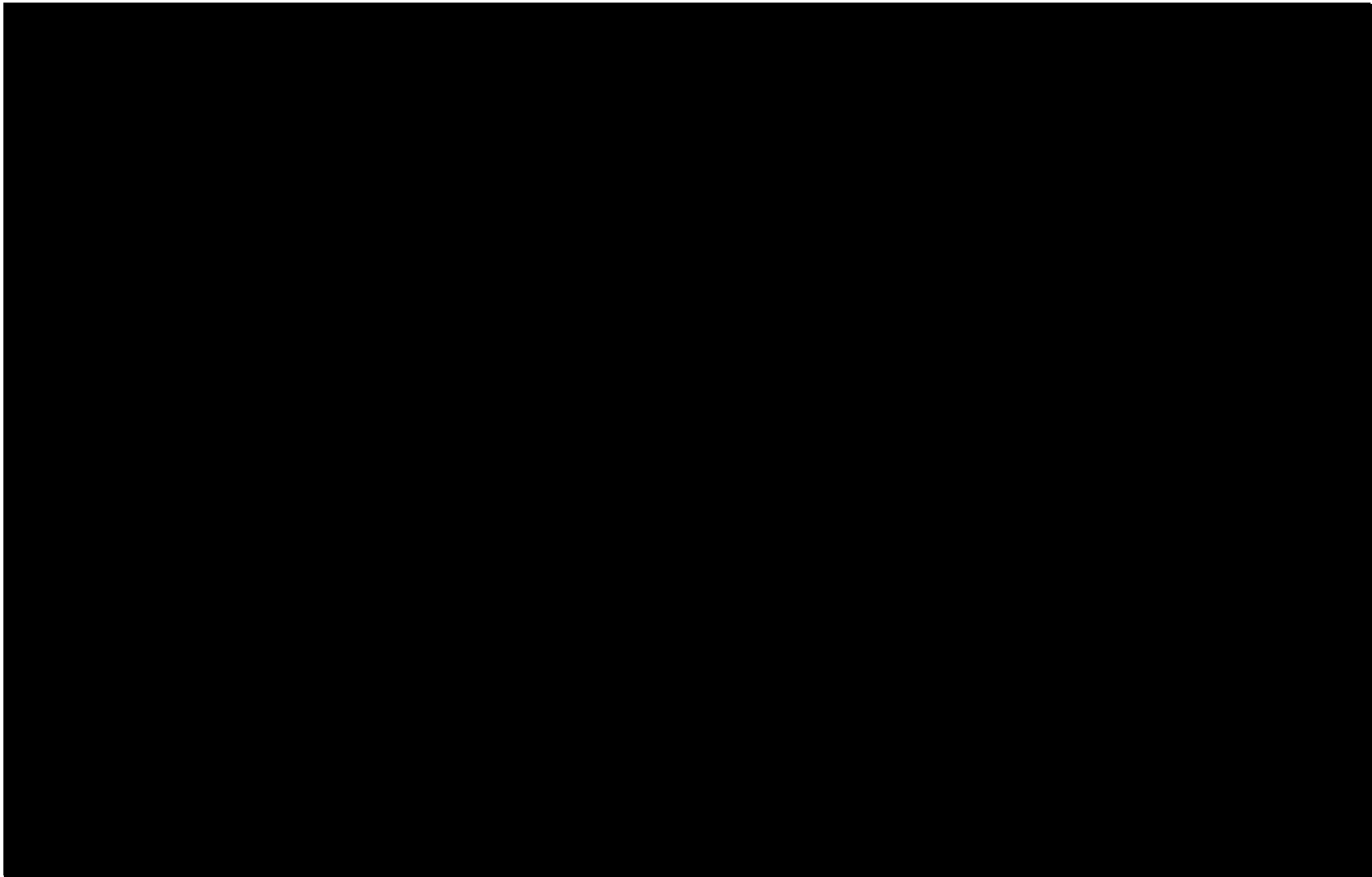












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