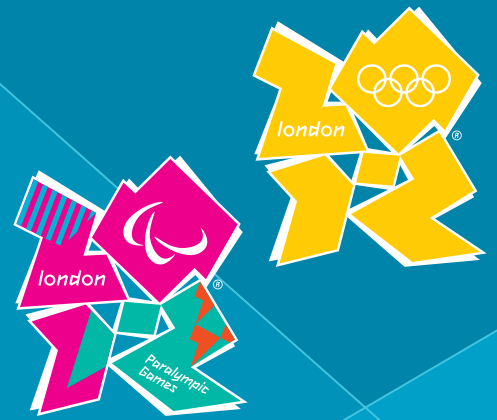


The London Organising Committee of the  
Olympic Games and Paralympic Games Limited  
London 2012



London 2012  
Olympic Games  
Official Report  
Volume 3

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# Executive summary

When Seb Coe addressed the IOC in Singapore in 2005 shortly before the vote for the 2012 Olympic Games Host City, he outlined a unique and compelling vision for the London 2012 Games that went far beyond 17 days of spectacular Olympic competition and ceremony.



**Lord Coe**  
Chair  
The London Organising Committee  
of the Olympic Games and  
Paralympic Games Limited

The vision – to use the power of the Games to inspire lasting change – was designed to bring more young people to sport; to address challenges to participation and the organisation of sport in the 21st century; and to transform an entire east London community.

The London 2012 vision was designed to maximise the potential of the Olympic Games and the Olympic Movement as an important source of positive social, economic and sporting change in Host Cities and beyond, and to be a catalyst for community change and transformation and international collaboration and goodwill in modern society.

With the full support and involvement of the IOC president, Jacques Rogge; the IOC Executive Board; IOC Olympic Games Executive Director Gilbert Felli; Coordination Commission Chairman Denis Oswald, Commission members and IOC staff; the International Federations and National Olympic Committees; the UK Government and Mayor of London; the British Olympic Association; and our partners and sponsors, the vision for the London 2012 Games is now an inspiring reality, and has already touched the lives of millions of people across the Host City, host nation and around the world.

The London 2012 Games lifted the mood of the British people and economy, and united the country. The spirit of the Games, the regeneration of east London around the new Olympic Park and the achievements of the athletes have been invoked by community, educational, cultural, business and political leaders as a source of inspiration. The Games have become examples of what is possible through teamwork and sharing a common goal and vision to help address key challenges and opportunities in the post-Olympic era.

The Games-wide operations across London 2012 were the result of intensive planning and preparations by teams that were well prepared, enabled and empowered by a leadership whose confidence in the delivery of the Games was the result of strategies and plans that were carefully developed, tested and reviewed. London also benefited enormously from a generation of learnings from previous Olympic Games, and then made this all very British.

The fundamental approach underlying the seven-year planning period for the London 2012 Games was to adhere as rigidly as possible to our bid promises and vision.

Throughout a decade of bidding and planning for the Games, against a backdrop of constant geopolitical, community and economic change and challenges, our vision was our compass – keeping us focused and on course, always paving the way to the final summit and peak of our preparations to stage Games for everyone that would inspire the world.

LOCOG's International Inspiration programme was designed to do just that: inspire the world. It provided structured sports activity and survival skills training to more than 12 million children and young people, from all backgrounds and cultures, in 20 countries around the world – including HIV awareness, and swimming lessons to reduce drownings in flood-prone areas of Bangladesh.

The London 2012 Games also reminded the world of the timeless, inspirational and universal values of the Games and the Olympic spirit and ideals in contemporary society. This was evidenced in standing ovations and tributes at venues for athletes from all nations, and in many other ways as well – including a chance encounter on a London Underground train between LOCOG Chair Seb Coe and a Games Maker volunteer who thanked Coe for the opportunity to be part of the Games. The volunteer, an emergency worker, told Coe that he had been on duty in 2005 responding to the London bombings, the day after London was appointed as Host City for 2012, and said he had seen the worst of humanity on that day. Working as a volunteer at the London 2012 Games had enabled him to see the best of humanity.

The framework and key lessons from many years of highly detailed and complex multi-level and multi-lateral planning and delivery form the contents of this Official Report. The blueprint for the Games provided for all the fundamental commitments made in Singapore: to deliver spectacular sport in



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iconic venues; a magical global city atmosphere in London; an electrifying experience for competitors and spectators; Games for the international community as well as the Host City and host nation: Games that provide the uplifting spirit that distinguishes the Olympic Games from other sporting events; Games that engage and inspire young people; Games that produce sustainable social, economic and sporting legacies; and Games that show why the Olympic and Paralympic values still matter in the 21st century.

Our detailed masterplan enabled us to implement our Games vision on time and within budget, despite the sudden and prolonged global economic crisis which hit the world in 2008. We are proud that the London model included all the key features and programmes promised in Singapore, that distinguished these Games, including:

- Sport presentation – live and broadcast
- Rich participant experience
- Tangible legacy
- Inspiring young people
- International Host City experience
- Fully integrated Paralympic Games
- Nationwide Games
- Active participation, not passive reaction
- Sustainable Games
- Technology – a Games for a connected world

The delivery of these elements – our key differentiators for a memorable Games – shaped our planning across all relevant functional areas and operations, driven at all times by an overarching focus on service levels for the athletes – whose performances and experiences would provide the momentum,



inspiration and programmes to engage and connect more young people with sport, and leave sustainable community legacies for decades to come.

The scale and ambition of the vision required a new and innovative approach to Games planning. The foundations for London 2012 were based around the following five objectives and imperatives:

- Delivering a world-class organisation
- Staging great Games
- Everyone’s Games – engaging the UK and the world
- London as a Host City
- Enabling legacy

These five pillars are the core themes of this report.

Great Games happen in great venues. Much effort and planning centred on providing the right staff, equipment, overlay, design and atmosphere to deliver spectacular sporting competitions in iconic venues filled with excited spectators, along with high-quality training venues, services, accommodation, food, security and transport to enable the athletes to prepare and perform in the best possible conditions.

The importance of maximising the full seven years of Games preparations was paramount to delivering the Games on time and within budget. This was highlighted by the establishment of a high-level post-bid Games transition team, comprising several senior figures from the successful bid team, working in combination with the IOC, the Mayor of London and central and local governments to maintain planning momentum and direction in the very important early stages of Games preparations.

Outline legislation for funding, resources, initial delivery platforms and legal powers, for example, were introduced into the UK Parliament within nine days of winning the bid to enable Games preparations to start as early as possible.

The venue masterplan was reviewed and optimised immediately after the bid to enhance the Olympic Park experience for the athletes and spectators and for legacy. This included the co-location of the Olympic Village inside the Olympic Park, close to key venues and transport, and new ways to present





Schoolchildren help plant an oak tree in the Olympic and Paralympic Village. Saplings were grown from acorns taken from the original Coubertin Oak in Much Wenlock.

and experience sport. These included shorter, sharper sessions; and innovative dressing and presentation of sport in and around venues and the Host City, which created a truly memorable experience for athletes, spectators and broadcasters.

Our commitment to sustainability was critical from the outset, through the use of existing transport and venue infrastructure wherever possible (more than 80 per cent of the London 2012 venues were existing or temporary venues). This included extensive use of iconic and world-class settings and structures such as Wembley Stadium, Hyde Park, Wimbledon, Horse Guards Parade and many others as venues and backdrops for the Games, while only building what the community could effectively afford and use afterwards.

The new venues will provide opportunities to engage young people in sport for decades to come, and for International Federations to host sporting competitions in London. These venues have been built around the needs of local communities and to connect with them.

In addition to providing memorable Games for the athletes, London 2012 was designed to advance the long-term development of London and the UK. This approach was focused on sustainable development, social change and community transformation; inspiring young people through sport, art, culture, and education programmes; and making the Olympic and Paralympic values and sport more relevant to the lives and interests of millions of young people across London, the UK and around the world.

This included the construction in east London of one of the largest urban parks created in Europe for more than 150 years. The park is enriched by sporting, commercial, social, educational and employment and skills training facilities, generating thousands of much needed jobs and more skilled workers; new homes, schools and medical facilities; and improved transport systems, underpinning long-term economic development in local neighbourhoods, which include some of the most under-developed areas of the capital, for generations to come.



Artist's impression of the future Queen Elizabeth Olympic Park

The importance of the vision in shaping the direction, decision-making and delivery of all key Games programmes, projects and preparations, from the bid onwards, emerges as the key lesson for future bidding cities, Organising Committees and stakeholders.

The London 2012 vision, to use the power of the Games to inspire lasting change, set the parameters, focus and foundations for signature Olympic and Paralympic Games programmes, achievements and innovations, along with the distinctive and different approach to Games planning and organisation that defined the London 2012 Games experience.

This included initiatives such as London 2012's focus on spectators as a key Games client group, important for communicating, conveying and shaping the image of the Games; and International Inspiration, the first global sports development and participation programme delivered by an Olympic Games Host City.

London 2012 also reached out and embraced the rapid rise of social media, enabling the Games experience, spirit and inspiration to be shared with record numbers of families and young people, communities and cities around the world.

How all the key elements of the vision were delivered, and how the Games were planned and staged in new and innovative ways, for everyone, is central to this report.

Innovations included the establishment of the first athletes' advisory committee, to ensure the London 2012 Games were designed by athletes for athletes; and a high-powered legacy committee during the bid – also a first – so that new sports and community facilities built for the Games were also designed around the long-term needs of local neighbourhoods.



The organisational structure, operational framework and strategic principles that transformed the bid vision into reality were vital to the success of the project. These principles included an integrated approach to Olympic and Paralympic planning while focusing on distinct delivery of the Games, in parallel with post-Games legacy planning.

Key long-term Games programmes and projects were started as soon as possible following the bid. These included the commercial programme, which ensured that early revenue streams were available to provide certainty of funding for increased staffing and resources at successive stages of Games planning and organisation.

A strong corporate governance structure was established early to clarify and define the exact long-term goals, roles and responsibilities of all key stakeholders, including the government-funded Olympic Delivery Authority, responsible for the construction of the venues and the new Olympic Park and its legacy.

The strong focus on governance was the foundation upon which LOCOG built its organisation and established how it would do business with the rest of the world.

The high levels of public engagement, interest and support for the Games domestically and internationally, and the cavalcade of awe-inspiring sporting performances, world and Olympic records, provided the inspiration for young people that we were looking for. Along with the massive transformation of east London, we have demonstrated why the focus of London's vision was on sport, legacy, young people and social change. These themes were central to our commitment to deliver long-term benefits to hard-pressed communities; to use sport to inspire children and young people in challenging circumstances around the world; and to show that we were committed to their futures. These were among the key reasons we bid for the 2012 Games in the first place. We are proud that our simple vision to use the Games as a catalyst for change has transformed the lives of millions of people across London, the UK and around the world.



London 2012 drew on the best elements of previous Games and combined them at one Games, with:

- Sport that was compelling and inspirational.
- Stadia and seats full of passionate fans.
- Streets filled with cultural activities, festivals and performances.
- Schools across London, the UK and around the world providing programmes that made the Olympic and Paralympic values relevant to the concerns and interests of students from all cultures and backgrounds – from bullying, gangs and drug use to health, fitness and the environment.
- Sustainable and meaningful social, economic and sporting legacies for the Host City, country and the international community.

We believe the London 2012 Games have sent a message to the youth of the world that sport matters and the Games are for them. We sincerely hope we fulfilled the International Olympic Committee's high ambitions for these Games, and that we staged Games the whole world can be proud of.



# Section 1

Building a world-class  
organisation

# Section 1

## Building a world-class organisation

### Introduction

The burden of expectation placed on Organising Committees tasked with staging 'the greatest show on earth' is immense and highly challenging. The Olympic Games and Paralympic Games are the biggest and most inspiring peace-time events in the world, requiring planning of extraordinary scale, complexity and detail.

Success can only be achieved by putting together a team of people who will bring the energy, expertise, organisational skills, creative talent and determination necessary to produce the perfect stage for the athletes.

The planning involved in designing and building the capacity and capability of the London 2012 Organising Committee (LOCOG) to deliver the world's most important sporting events is the central focus of this section of the report.

LOCOG's development into a high-performing organisation capable of managing Games revenues, venues, facilities, programmes and operations began with a post-bid transition team. This comprised several senior members of the bid company, many of whom were subsequently appointed to key positions as directors and functional heads in the Organising Committee.

The ongoing, high-level involvement of a senior core team from the bid – including the bid Chairman, Chief Executive Officer and senior management in Sport, Communications, Venues and Infrastructure, Finance, Sustainability, Security and other functions – heralded a new approach to Games organisation. It provided important momentum, focus and familiarity with the London 2012 vision in the vital early stages of planning for the Games.

We developed our management structure initially with key appointments in important early functional areas, in particular Human Resources, Sport, Venues and Infrastructure, Communications, Legal, Finance and Commercial. The last of these ensured LOCOG had the finances available to fund resources and staff necessary to move smoothly through the Games planning cycle.

Building a world-class organisation also involved getting an early and detailed understanding of our Games-time workforce and volunteer needs. This set the stage for the subsequent recruitment, training and deployment of our highly successful Games Makers.



A strong customer- and client-centred culture was established in LOCOG at the outset to understand the planning, budgets and delivery partners necessary for appropriate service levels to deliver a memorable Games-time experience for everyone.

Plans were constantly evaluated from the perspective of key constituents to ensure budgets were appropriate to deliver against these plans and plans were really focused on what was critical to deliver.

LOCOG also designed and implemented a new governance structure for the Games, which directly reflected the operational structure and focus on Games planning within the organisation. This enabled us to direct decision-making to groups of directors and managers with the necessary experience, and ensure budget was aligned with key areas and activities.

LOCOG continued to evolve its structures and processes to ensure it delivered against the clear objective to finance and stage spectacular Games.

### **Governance, structure and legal support**

The organisational and management structures of LOCOG, developed and managed by the Legal department, proved highly robust and were, by their nature, fundamental to the successful delivery of the London 2012 Games.

LOCOG was established and operated under the terms of a Joint Venture Agreement (JVA) negotiated during the city's bid for the Games between the British Olympic Association, the UK Government's Department of Culture, Media and Sport, and the Greater London Authority.

The JVA set out a clear, top-down, public/private partnership model for the London 2012 Games and provided a transparent and agreed framework based on the principle of allowing each side to focus on what it does best.

The LOCOG JVA created a Games precedent by lasting the entire hosting period without significant amendment, despite the major economic and political changes in this time. It owed its strength to the detail and flexibility provided in the bid-phase document.

The organisational structure of LOCOG reflected the standard corporate model, but evolved to become more operationally-oriented as the Games approached.

The LOCOG Board and its four Board Committees were in turn aligned with a series of management committees and cross-agency, project-specific structures.

Following best private sector practice, the Audit Committee of the Board took on a large and proactive remit, especially in the integration and management of risk across the project, and in implementing internal controls to ensure that LOCOG acted in a structured and responsible way, in line with its overarching vision and objectives.

As part of the move into operational delivery, changes to the management structure included the creation of four core committees to oversee key OCOG activities: the Games Operations Committee; the Communications and Engagement Committee; the Organisation Committee; and the Ceremonies Committee. In addition, a Deal Approval Group, approved by the Audit Committee, worked with the Committees to ensure that all significant transactions and commitments were subject to appropriate review and approval.

Overall, the structure was among the most sophisticated and best-aligned of any OCOG to date and creates a strong benchmark for future OCOGs.

### Finance

Exercising firm control over the budget of this large, complex £3 billion project was always considered to be a priority as, together with proactive cash flow management, it allowed the OCOG to protect and maintain the necessary independence that was a feature of its constitutional set-up under the JVA.

The three key features that allowed LOCOG to deliver successfully within a balanced budget were culture, systems and processes.

**Culture:** from the outset, LOCOG developed a strong culture of fiscal responsibility. 'Delivering a great Games within a balanced budget' was one of the tenets of the OCOG and everyone within LOCOG was clear that, in particular, control of expenditure was important and everyone's responsibility.

**Systems:** LOCOG made a significant investment early in its life in a comprehensive Enterprise Resource Planning (ERP) system to support both Finance and HR, in order to ensure that these departments were able to support a complex and fast-growing organisation.

**Processes:** processes and procedures were developed early on and were fully integrated with the broader governance arrangements. The requirements for financial, commercial and legal approvals were clear and unequivocal.

### Budgeting

LOCOG undertook a number of annual and lifetime budgeting exercises. The lifetime budgeting exercises were fundamental to ensuring that the financial resources available to LOCOG were directed towards the right areas to deliver the desired Games-time outcomes.

Each lifetime budget process involved the entire senior management team and typically lasted a period of at least six months from outset to Board approval. These budgeting exercises not only ensured that resources were appropriately directed but also helped LOCOG define and refine its priorities.

A total of five lifetime budgets were produced, the last (v5) being finalised approximately 18 months before the Games.



### Anticipated Financial Cost

In late 2011 LOCOG formally introduced the Anticipated Final Cost (AFC) process which measured the expected out-turn cost against the budget and emphasised the requirement for directors to be fully accountable for managing within their budgets.

The AFC process gave directors a forum in which to expose and discuss areas where there was a risk of budget overrun. Increases in functional area budgets, either through the allocation of contingency or due to increases in available resources, were approved by the Chief Executive Officer, Chief Financial Officer and Director of Games Operations at a weekly AFC meeting.

Approval of individual transactions, reviewed at the Deal Approval Group, was conditional on there being sufficient budget within the functional area or the expenditure having been sanctioned at the AFC meeting.

### Games time

A greater degree of delegated authority was given to certain functions in the immediate lead up to and during the Games in order to facilitate operational working. Approval processes were amended to ensure the proper documentation of Games-time expenditure commitments.

The focus on ensuring properly authorised and documented approvals even during the Games has enabled LOCOG to reconcile its financial position and close contracts much more quickly than has been the case previously.

### Cash flow

LOCOG took a proactive approach to cash flow management to ensure, particularly in the earlier years, that it was not reliant on Governmental loans which might have affected its status as a private company. A significant overdraft facility was negotiated with a commercial bank at the bid stage for the full life of the OCOG and all sponsorship and other commercial deals were structured to maximise the early flow of cash to LOCOG.

Sponsorship payments in particular were structured so that all cash was collected prior to the Games, which benefited LOCOG's cash position and also reduced the risk of default. Most licensing deals contained a minimum guarantee which was either paid up front or supported by a letter of credit.

Any proposed deviation from predefined criteria for payments to or from LOCOG required formal approval through the Deal Approval Group. LOCOG was cash positive from 2009.

### Internal audit

LOCOG operated a comprehensive internal audit programme, headed by a senior head of internal audit with significant prior commercial and public sector audit experience.

A small in-house team was supplemented through an outsourcing agreement with one of the 'big four' accounting firms. This allowed the provision of subject matter expertise, which was important given the very broad scope of activities that an OCOG undertakes.

The head of internal audit reported to the Chief Financial Officer but also had a direct line of reporting to the Audit Committee of the Board. The audit plan for each year was approved by the Audit Committee and the results of audits were reported at each Audit Committee meeting.

Over the course of its life, the internal audit function undertook several hundred audits providing executive management, the Board and stakeholders with a significant degree of assurance over the proper conduct of business within the OCOG.

### Building the team

Any organisation is only as good as its people. At the same time, every Organising Committee has the challenge of attracting the best people to what can only ever be jobs with fixed end dates. LOCOG's Human Resources (HR) department was responsible for selecting and preparing a workforce that went from a few dozen to 200,000 in just seven years. And then back to just a few dozen in less than six months.



The starting point for HR was the need to engage and inspire young people, and to embrace the multicultural diversity of London. LOCOG's organisation and HR policies and processes were designed to nurture and support both groups, and to be as inclusive and open to them as possible. The success can be gauged by statistics such as the fact that one in five LOCOG employees came from an ethnic minority background – an unprecedented figure for a private sector business. In addition, more than 20 per cent of the paid workforce lived in the communities that surround the Olympic Park (known as the six east London Host Boroughs).

The three key components of the strategy were right structure, right pay and right people. Each threw up specific challenges, such as the balance between recruiting those with previous Games experience and those who were new, bringing fresh enthusiasm and insight; a remuneration strategy that had to be based on team, not individual, performance; and maintaining the engagement and enthusiasm of the workforce – especially as the Games drew closer, along with the end of their jobs. LOCOG began running workshops to help staff find new jobs in 2011, a programme which continues after the Games.



Employee engagement – including the engagement of contractors and volunteers as well as core staff – was absolutely crucial. Everyone involved in London 2012 was informed about the high standards expected, in all areas. Constant communication and training were deemed essential – from internal communications channels such as email and newsletters, delivered in conjunction with the Communications department, regular review and feedback sessions, all the way up to the annual set-piece all-staff meetings every January, at which LOCOG leaders Seb Coe and Paul Deighton would front an all-day update.

### **Workforce Planning and Operations**

At LOCOG, Workforce Planning and Operations were combined into one team, responsible for recruiting, training and scheduling the workforce for London 2012.

This simplified a very complex workforce structure, by taking an overview of recruitment, training, uniforms and accreditation.

The team worked with Procurement and Legal to make sure that LOCOG's standards and expectations, such as those around diversity and inclusion, were clearly communicated to the contractor workforce. It was also beneficial that contractors could access all the information they needed via a dedicated section of 'The Exchange' extranet.

An innovation was having one team, HR Shared Service, to manage the administrative and transactional side of the whole HR department. Within HR Shared Service sat the Contact Centre, which served as a first port of call for volunteers with queries, before being referred on to the relevant functional area if required. This worked very well.

Two significant improvements were made with regard to data systems. First, a new database was built at very little cost to replace spreadsheets that previous Games have had to rely on until they could access the Atos SIS system.

Second, a number of changes requested for the Atos system included the addition of a facility for recording any contact with volunteers, in order to provide a historical record.



## Games Maker volunteers

A key decision was the way volunteering for the Games was marketed to the public. Past Games and other major events have seen sizeable attrition following recruitment as a result of disillusionment over the exact role volunteers were expected to play. While expecting a large number of applicants, the decision was taken to be very open and honest with the marketing information: still generating excitement but being explicit about the work involved.



With 350,000 initial expressions of interest, it was clear from the outset that London 2012 was going to see a vast response from the general public. The task was to select the appropriate number of volunteers, ensure they were the best possible candidates for their specific roles, and safeguard against attrition in the build-up to Games time.

The invitation process was divided into two phases, the first for disabled groups and sport specialists, the second for the general public. Forty-six large disabled groups were proactively targeted. This two-phase approach proved very successful in attracting the sport specialists required, and a much higher proportion of disabled applicants than for any previous Games.

A roadshow held in the nations and regions of the UK helped to publicise the volunteer programme and set clear expectations while the establishment of nine regional recruitment centres meant that applicants didn't have to travel to London to be interviewed. The programme was most popular in east London, where the biggest proportion of volunteers was recruited from the six Host Boroughs.



Another strategic decision was to interview applicants face to face, so that personalities and capabilities could be better assessed. Two thousand volunteers with HR or psychology backgrounds were recruited as interviewers. This proved very effective, and the same volunteers were later used as trainers.

A minimum age of 18 was set for the main volunteer programme, but a separate programme – called 'Young Games Makers' – was run for 16 and 17-year-olds, from which 2,500 young volunteers were recruited and organised in teams of 10 to work in roles such as ball boys and girls, and technology runners.

Because the volunteer programme was instigated well in advance of the Games and delivered while other functions were in planning mode, there was a danger of attrition over the two-year journey from recruitment to Games time. The Contact Centre was a useful resource as a way for Games Makers to keep in touch but considerable effort was put into keeping the volunteers engaged and informed of progress and process.

While LOCOG's volunteer programme was recruiting a workforce for specific Games-related jobs, the Mayor of London set up a separate volunteer programme called 'London Ambassadors'. The Ambassadors' role was to welcome visitors to the capital and provide services from public transport information to first aid.

In order to create cohesion, the London Ambassador programme was brought under the LOCOG volunteering umbrella. Ambassadors were given the same basic training and an identity consistent with the London 2012 branding, thereby extending the volunteer programme into the wider public domain of London and its transport arteries.

The Games Maker programme was widely acknowledged as a key success of the Games. The programme introduced many people to volunteering for the first time, and engaged existing volunteer groups so that they could go on benefiting from this new enthusiasm.

The programme offered opportunities for 500 long-term unemployed people via the Personal Best scheme, a Government-funded initiative which provided training to get unemployed people up to the basic skill level required to apply for volunteering.

Finally, the Games Maker programme changed attitudes to, and among, disabled people. It positively encouraged disabled volunteers and showed that LOCOG's commitment to diversity and inclusion was genuine.





## Diversity and inclusion

London is a cultural melting pot, home to 200 different communities, and east London, where the Olympic Park is situated, is an area of tremendous cultural diversity. It is also an area of disproportionate under-employment and under-engagement, so the Games offered an excellent opportunity to redress this and make a genuine difference in the host neighbourhood.

The strategy was to instil, very early in the process, a culture of diversity and inclusion throughout LOCOG, from the top down, and then to work collaboratively with functional areas, rather than as an audit function. The team encouraged and helped functional areas to achieve new standards in terms of the six strands of diversity: ethnicity, disability, gender, age, faith and sexual orientation.

Significant effort went into creating and engaging a workforce that was representative of the population of London, and in particular of the six east London Host Boroughs. Raising awareness of the opportunities required a number of proactive initiatives, such as handing out leaflets outside local mosques after Friday prayers. A guaranteed interview scheme for disabled applicants led the way for LOCOG and its recruiting partners to raise their standards of inclusivity and accessibility.

By proactively broadening the scope of recruitment, notably among the ethnic minorities of east London, LOCOG was able to draw its paid and volunteer workforce from a much larger and more diverse talent pool. In every case the objective was to select the most appropriate candidate, regardless of race, religion, age, disability, gender or sexual orientation. The success of this policy was evident in the placement of more than 2,000 disabled people into Games-time roles.



Involvement of diversity and inclusion early in the procurement process resulted in the most open and transparent supply chain the UK has ever seen, with opportunities to win contracts for the Games made available to a large and diverse market.

By opening up the procurement process and ensuring the inclusion of small businesses that would otherwise have felt excluded from the supply chain, a level of competition was established that resulted in higher quality, greater innovation and lower costs. The requirement for all contractors to conform to LOCOG's diversity and inclusion policy meant that standards were raised across the board; this is a legacy that will benefit UK industry into the future.

Involving diversity and inclusion from the early planning stages was crucial; for example, in ensuring that venues were designed appropriately and costly alterations were not required at a later stage. It also helped to shape the success of events like the Olympic Torch Relay, planning a route that would reach the largest and most diverse proportion of the UK population possible, and ensuring that Torchbearers were drawn from a diverse range of backgrounds. The youngest was aged 12, the oldest 100.

London 2012 succeeded in proving that diversity and inclusion can make a valuable contribution in terms of raising quality, saving costs and instilling significant and long-lasting change in attitudes and practices. Introduced early and inculcated throughout the Organising Committee from the top down, it is effective in identifying potential issues in good time and creating a culture that enhances the Games experience for all.

A good example is the Games Mobility Service, which provided wheelchairs, scooters and buggies to help anyone with a mobility difficulty, be it a broken leg or a permanent disability, workforce or spectator, to get around the venues free of charge. As well as enhancing the Games-time experience for all client groups, this also helped the efficient management of the workforce.







## Embedding sustainability

London 2012 aimed to establish new benchmarks in sustainable Games, setting new standards of behaviour, changing attitudes and having a major effect on urban regeneration. Throughout the planning and delivery phases, the influence of sustainability brought about a number of valuable innovations that will deliver lasting change to the host nation, to specific industries and, we hope, to future Games and major events.

The decision to hold the Games in east London and to use it as a springboard for a massive regeneration project resulted in the construction of the Olympic Park, which has transformed an under-developed area of London and vastly improved the quality of life and opportunities for the local communities.

Having made sustainability a distinctive element of the bid, London 2012 broke new ground by keeping it as an integral part of the planning operation from day one. This was crucial in that it enabled sustainability considerations to be written into the objectives of every functional area from their inception, and in this way become part of the culture within the organisation. Furthermore, sustainability wasn't limited to LOCOG, but was extended as one coherent strategy across all the major stakeholders, including the Olympic Delivery Authority.

To ensure sustainability was at the forefront of thinking across the Games, the core stakeholders agreed to provide funding to set up an independent sustainability commission – the Commission for a Sustainable London 2012 – to provide independent assurance and commentary in order that the sustainability objectives of the whole London 2012 programme could be achieved and to support a sustainable legacy.

The third part of the process, which took place in the last few months before the Games, was communicating the sustainability story and monitoring compliance.

A key relationship developed with the Procurement team. Given the temporary nature of the Games, the onus was to buy or hire things that would have a use after the Games, whether reused, redeployed, repurposed or recycled. By setting out the sustainability criteria clearly in the procurement process, LOCOG succeeded in getting suppliers and contractors to respond positively. In short, they received the message that sustainability is part of being more efficient, of doing things better. From the carrier bags used in the merchandise outlets right up to the venues themselves, London 2012 set new standards in reducing waste and environmental impact.

One example is a new low-carbon concrete mix, which was used in building the Aquatics Centre and then further throughout the Park. This is a high-finish concrete that has a 30 per cent lower carbon footprint than the standard concrete mix.

While the bulk of the sustainability programme was embedded in the infrastructure and process of delivering the Games, there were some key deliverables which the team led. One was travel, with spectators and workforce encouraged to cycle or walk as part of an active travel plan, which fed into a wider move towards active travel as part of healthy living. Work was also done on the catering programme by establishing a Food Vision and on ensuring the Look programme was delivered in a sustainable manner. More detail on this is included in later chapters.

The Olympic Park itself served as a symbol of sustainability – a green space where visitors could get away from the hubbub of the Games if they wanted to, on a nature trail called A Walk In The Park. This was supported by a mobile phone app that gave information about all the natural features of the Park.

An outreach programme called Changing Places encouraged people from communities around the Olympic Park site to get involved in improving their local environment by organising clean-ups, removing graffiti and transforming derelict sites into food growing areas, playgrounds and wild meadows.

In terms of lasting change, some very positive results have already been seen. LOCOG's Food Vision has been adopted by organisations beyond the sports event sector, such as the Metropolitan Police, London Zoo and some universities.

London 2012 was the inspiration for the development of a sustainability management system standard for events, which was introduced in 2007 as BS 8901. This was updated in 2009 and subsequently became superseded by its international standard equivalent, ISO 20121, which was first issued in June 2012. LOCOG and the ODA were among the first organisations to be independently certified to ISO 20121. Many other organisations have been certified to this new standard. These include a number of the Games venues, suppliers and sponsors, all of whom intend to maintain their certification as part of their future business operation. ISO 20121 has rapidly become the international standard of choice for the global event sector in how events are delivered, marking a significant legacy of London 2012.

The final report by the Commission for a Sustainable London 2012 summed up that the London 2012 Games were the most sustainable Games to date and highlighted a number of leading practice examples for future OCOGs and major events.



## Commercial

London 2012's commercial operation was responsible for two of the most important aspects of the overall Games budget: generating the majority of the £2bn of revenue needed to fund LOCOG's staging of the Games; and driving the procurement of more than £1bn-worth of products and services for LOCOG.

Each of the four main commercial areas – the domestic partner programme, licensing and retail, ticketing and procurement itself – benefited from significant, early strategic decisions that led to long-term success. For example, the domestic sponsorship programme secured five Tier 1 partners within the first two-and-a-half years of the Organising Committee's existence. This meant that when the global financial downturn hit, LOCOG was reasonably immune, and had secured cashflow.

In licensing and retail, London 2012 offered the greatest range of Games products ever seen. More than 10,000 were available, including mascot toys, clothing, souvenir programmes and gold coins.

Ticketing was a major success, selling out many sessions with no history of doing so – including at the Paralympic Games.

The Procurement function was located within the Commercial team so that it was proactively engaged in all negotiations rather than just purchasing decisions.

## Procurement

London 2012 saw procurement as an important and proactive part of the commercial mix, delivering savings of more than £130 million. The team reported into the Commercial team and worked alongside it, first on contract scope and negotiations and then on contract delivery. Members of the Procurement team were also embedded within their 'client' functional area to maximise continuity and ongoing savings.

With a high number of temporary venues, procurement was even more important than usual to the financial success of the Games. Venues and infrastructure accounted for 30 per cent of the total procurement budget, and technology – which formed part of one of the Tier 1 partner agreements – another 25 per cent. In both, and in every single cost centre, procurement specialists worked with the internal clients to define costs precisely – and identify overall savings of 10 per cent of the £1.3bn budget.

### Commercial negotiations and the domestic partner programme

One of LOCOG's most important strategic decisions was to start recruiting sponsors as quickly as possible. Tier 1 partners were the priority within the sponsor family, and it was decided that a financial services partner would be the first target. Lloyds TSB was unveiled as the first Tier 1 sponsor in 2007, 18 months after London was awarded the Games. Two more Tier 1 domestic partners followed within the next six months.

The Commercial Negotiations team adhered to a number of important principles that helped deliver commercial and operational success, including running a formal tender process for each category, with all prospective sponsors completing an invitation to tender document that assessed their credentials against specific criteria; creating new commercial opportunities by developing new partner categories, such as marketing research and legal services; and only announcing any agreement once long-form contracts had been signed – including any value in kind and other key details – so that there could be no post-announcement renegotiation.

The success of the programme can be seen in the decision not to sign further new partners after December 2011. The original £600m target was revised up to £700m and successfully achieved. LOCOG concentrated its efforts on making sure the 44 partners it had signed were activating fully and receiving the best in client services.

The Client Services team worked to encourage each partner to develop programmes based on the LOCOG vision. Many of the resulting schemes supported grassroots and school sport, sustainability and youth engagement, as well as the arts through the Cultural Olympiad. Wherever possible, sponsor activation was used to help deliver on LOCOG's promise to inspire a generation.



### Licensing and retail

LOCOG's licensing and retail programme set a series of records, including a range of 10,000 products and total sales of more than £1bn. Other significant initiatives were the most extensive ever Games-related online store; the biggest ever superstore, which had more than one million visitors during the Olympic Games; and the first ever summer Games memorabilia auction site.

LOCOG's licensing programme featured 65 licensees which provided products ranging from traditional (such as coins, clothing and mascots) to UK-specific (such as vehicle number plates) to new (daily souvenir programmes for spectators and a T-shirt for every sport), all based on IOC, London 2012 and Team GB intellectual property. Much of this inventory was collected for the first time for London 2012, and is now archived for reuse in future retail programmes.

The retail footprint included the online store, 10 dedicated London 2012 stores at airports and other transport hubs, more than 30 branches of John Lewis (a nationwide retail chain) and venue retail outlets, including a 930 square metre shop in the Olympic Village and the 3,700 sq m Olympic Park megastore. In addition, the memorabilia auction site sold personalised items and Games-used equipment.

Strategically, a key early decision was to deliver licensing in-house as opposed to using an agent. This allowed LOCOG to retain more of the revenues, keep on top of the complex rights issues and, importantly, maintain a very strong influence on the supply chain and seek the highest standards of sustainability. LOCOG's procurement process for all suppliers emphasised the need to achieve and maintain high standards, which were monitored across more than 400 factories in more than 20 countries. When there were complaints, they were investigated and corrective action instigated.





## Ticketing

The London 2012 ticketing programme was the largest and potentially most complex ticketing operation undertaken in this country. More than eight million tickets for Olympic sessions were available, at a range of price points.

Right from the outset, LOCOG stated that the aims of the ticketing programme for both Games were to raise more than £500m towards the cost of staging the Games; to fill the venues; and to offer affordable and accessible tickets. These aims were exceeded, with more than £650m in revenue achieved.



London 2012 saw venues full of knowledgeable and passionate fans, across every sport and at all times of the day. The world's best athletes were able to compete in, and be inspired by, packed stadia. A number of competitors paid tribute to the atmosphere of excitement and fair play shown by spectators that were common features of every venue.

Through strong market research, planning, communications and marketing, these record revenues were achieved while giving as many people as possible the opportunity to buy a ticket, and at a reasonable price. The range of prices was the widest ever seen – with tickets for the Olympic Games Opening Ceremony, for example, available at the most expensive face value ever (£2,012) and the cheapest as well (£20.12). In addition to working commercially and strategically by encouraging access, these headline prices also sent a strong public relations message – and resulted in the incredible figure of more than one million people applying for the cheapest tickets for the Opening Ceremony.

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Other strategic initiatives included:

- An entry point of £20 for every sport, encouraging spectators to sample new events.
- A 'pay your age' policy, which gave families with children and seniors an affordable way to see the Games.
- An athletes' friends and family programme, which saw more than 28,000 tickets sold to visiting supporters.
- A ticket recycling initiative, which meant that spectators already in the Olympic Park were able to purchase, for a small fee, the tickets of anyone who had left a session in a venue.

Another first for the London Games was an official hospitality programme, which gave any business or member of the public the chance to buy packages for the official Olympic Hospitality Centre in the Olympic Park. With such hospitality programmes a long-established and successful business in the UK, a Games-specific package was a clear additional revenue stream, which generated more than £70m. Importantly, it was also tied to the London 2012 vision, via a £25 levy on every package, which was used to pay for a young person to attend the Games for free. As a result, more than 300,000 young people, from all over the UK, were able to see the sporting action.

In 2010, the ticketing 'fan club' was launched, as a means to distribute information about the process and gather data from potential spectators. The application process was launched in spring 2011, with the aim of selling the majority of tickets before the end of the year. This left 2012 as the year to focus on operations and integration. Apart from Football tickets, there was no last-minute, mass sale of tickets.

Highlights of the programme included:

- Every morning and evening Athletics session sold out – this has never happened at a previous Games.
- 1.9 million Football tickets sold, making this the biggest Football tournament ever seen in the UK.
- 278,000 tickets were sold for Handball – a sport which had never sold a commercial ticket before in the UK.
- 340,000 'Ticketshare' tickets were distributed to school students and other good causes.
- 80,000 tickets were sold for a women's Football match at Wembley, compared to international fixtures in the UK with average attendances of less than 10,000.





## Brand management and protection

Protecting the London 2012 brand was vital to secure the private income needed to stage the Games. However, the role of brand protection was also to enable appropriate use of the brand in a way that would build enthusiasm and engage people with the Games without undermining the financial imperative.

The programme was based on legislation outlined in London's bid book. The existing UK Olympic Symbols Protection Act was strengthened in 2006 to include protection for the Paralympic Symbols. Additionally the UK Parliament passed the London Olympic Games and Paralympic Games Act, which created advertising street trading regulations, provided ticket touting legislation and included a general anti-ambush provision.

The three core pillars of the brand protection approach were:

- 'Education not litigation', including a major piece of work to produce clear and extensive guidelines related to Rule 40 of the IOC Charter, which have since been taken up by several National Olympic Committees.
- Facilitating appropriate use of the brand in the non-commercial sector to enable enthusiasm and engagement.
- Working with third parties to maximise reach.



# Section 2

Staging a great Games

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## Staging a great Games

### Introduction

LOCOG's ambition was to stage great Games centred on the needs of the athletes as they pursued their Olympic dreams in London. By doing so they would inspire people everywhere, especially young people, and act as a catalyst for positive long-term community change.

Planning a spectacular Games experience for our clients was paramount from the outset, focusing on the Games services that impact most on the experiences of the athletes such as transport, training venues, the Olympic Village, accommodation, food and accreditation.

Our task was to plan, prepare and deliver the best conditions for the world's greatest athletes to perform on the biggest sporting stage of all; to ensure all the supporting infrastructure, services and staff were in place to operate the venues and fields of play; to create venues filled with colour, excitement and passionate fans; and to provide transport that would be reliable and would deliver athletes, technical teams, workers and spectators to the venues on time for each and every event.

This required a new approach to Games preparations, with planning for memorable Games events and experiences combined with planning for legacy, including increased sports participation, for the first time.





LOCOG's organisational structures, schedules and objectives focused in particular on Games operations, in order to deliver a high-quality experience based on innovative services, client mapping, excellent venues and operational readiness, all planned within a strategic framework that brought these core areas together. We also emphasised the needs of the people who would deliver the events, especially the volunteers.

An important part of the client strategy was to refine the service needs for each client group as planning became more detailed, and to involve stakeholders who needed to contribute to delivery of the client experience. This provided a deeper understanding of client expectations and the services that could be provided based on available budgets.

A key element of London 2012's planning for sustainable Games was the use of as many existing venues as possible, supplemented by temporary structures and overlay if a long-term, affordable and efficient use for venues could not be guaranteed after the Games.

We worked closely with the ODA to optimise the design of permanent new venues to ensure they worked for the Games as well as for post-Games community use. This approach helped to overcome the common problem of high-cost and infrequently used permanent venues remaining after a Games. Owner-operators were already secured for the majority of London 2012's new venues before the Games started.

Much work went into the development of the sport competition schedule, which was central to all planning and was used by all stakeholders. The schedule affected all client groups, determining competition days and times across all sports, venue operating hours, broadcast schedules and staff rosters. It underpinned our operational planning, along with the venue masterplan.

The finalisation of the sport competition schedule, along with accommodation locations, was a turning point in our preparations, and enabled our integrated operational planning to proceed with certainty. This then allowed for the creation of transport schedules for athletes, officials, broadcasters, press, workforce, spectators and others, gave clarity to the planning of workforce logistics, and enabled work to proceed on venue operations such as replenishment and cleaning.

Similarly, the commencement of the venuisation process transformed our planning and preparations, leading to the integration of the functional areas into single teams within each venue to meet the needs of all stakeholders at Games time.



# London 2012's highly successful ticketing programme led to athletes competing in venues almost full to capacity.

This integration process was crucial, both at venue level and across the whole Games, in delivering a consistent and high level of service to all stakeholders.

Operational readiness planning across the entire Games footprint was critical to Games preparations and was the subject of much pre-Games planning, starting with desktop and event simulation exercises, initially related to test events.

This was essential to establishing a strong culture of readiness within LOCOG and its stakeholders and delivery partners, helping Games teams to become better equipped to cope with the highly complex and challenging Games-time environment.

London 2012's highly successful ticketing programme, based on affordability, availability and atmosphere, led to athletes competing in venues almost full to capacity and generated record crowds at many events.

This produced a magical atmosphere inside the venues, supported by new in-venue services together with innovative sport presentation and entertainment for spectators, who were treated as a specific customer group at the Games for the first time.

The presentation of venues across London and in co-Host Cities, consistently using two colours from the London 2012 palette, provided a dramatic and distinctive backdrop for the Games. This helped to showcase athletes and sports in exciting and colourful settings that were compelling for both spectators and viewers.

This, along with new high definition and high speed camera technologies and greater global broadcasting opportunities, enabled the spirit and inspiration of the Games to be experienced in new locations around the world, generating record global audiences.





## Venues

Four key principles of the bid influenced the venue masterplan:

- A Games with no high-maintenance, high-cost or under-utilised 'white elephant' venues.
- A Games with sport at heart, where athletes compete not commute.
- A Games that showcases London, and a venue concept where London and the UK's historic buildings, world heritage sites and famous landmarks are featured as backdrops to the sport events.
- A Games that would regenerate east London, through locating the Olympic Park and Olympic Village in an under-developed part of the city.



London's venue plan put sport in the heart of the city. It used three types of venues: new, world-class Olympic Park stadia designed to deliver a long-term legacy; temporary arenas in iconic settings around London and the UK; and world-renowned existing venues such as Wimbledon, Wembley and Lord's Cricket Ground. We only built new what the communities of London could use and afford after the Games. It was a strategy to deliver excellence without extravagance.

The foundations for the delivery of the plan lay in thorough preparation and a strong partnership approach. As soon as the bid team arrived back from the Host City election in Singapore, the masterplan underwent a full review, especially in the light of the new security climate. This review also confirmed a fundamental principle: only build a permanent venue if there would be a legacy.

This principle led to the challenge of building more temporary venues than any other Games in history. Only 12 of the 34 venues were existing sport venues, and six of those were the Football stadia. Instead, existing buildings, such as ExCeL, or locations, such as Greenwich Park and Hyde Park, had to be converted to Games-time use – and then returned to their pre-Games condition.

To address this challenge, two important strategic decisions were made. First, from 2005, London 2012 made a clear decision to invest more than any previous OCOG in operational design input at the earliest possible stage. Experts who had worked on previous Games, in both design and operational roles, were brought on board so that the most detailed design briefs possible were issued to the ODA, which was responsible for all permanent new build venues. Each brief was drafted to try to ensure that every venue would work as well as possible operationally.

Second, the focus on guaranteeing the best possible operational venues also informed the internal structure of the OCOG. Venue Delivery and Venue Management were put under the same Director, allowing the inevitable conflicts between the two to be resolved efficiently and quickly. The advantages of this approach were reinforced during the test event programme, and the work that followed to prepare venues for the Games.



The heavy use of temporary venues did lead to one significant specific challenge: sourcing enough suppliers of items such as seating, toilets and other temporary infrastructure. LOCOG addressed this by proactively engaging with the market to renew stock and to ensure that there were no supply shortages in the £750m supply chain for temporary venues – which was a remarkable 30 per cent of the entire LOCOG procurement budget.

### Venue Planning

The Venue Planning team was an essential function in ensuring the safe, efficient running of all competition venues at Games time and seeing that the needs of all client groups were properly addressed.

The first priority in making this happen was to bring together all the interested functional areas (such as Sport, Broadcast and Transport) and set up a structured planning process. Thereafter the task was to lead that process and to ensure a fair and efficient balance between the needs and demands of each function.

The Venue Operational Planning process was instigated about 30 months prior to Games time, and was devised in consultation with the functional areas concerned.

The decision was also taken to involve external stakeholders early in the planning process. Given the unique challenge of staging the Games, together with the strict regulations that govern sports events in the UK, it was recognised that key stakeholders such as local authorities, police and emergency services, together with venue owners, would all appreciate and take confidence from being involved in the planning process from the start. This in turn would benefit LOCOG in smoothing processes such as licence applications for each venue.

While the new venues were managed entirely by LOCOG, partnerships were formed with the management teams at existing venues, such as the Football stadia.



Crucial to each venue was the role of the Venue General Manager, installed by LOCOG and holding overall responsibility for the efficient and safe running of all functions at their given venue. In order to cover all these responsibilities as comprehensively as possible, it was decided to recruit a workforce that blended imported Games experience with domestic UK event experience. The result was a very high quality of personnel forming the venue management teams, with this broad mix of experience put in place at each venue.

### Venue Development

The Venue Development team was responsible for preparing all the venues required for the Olympic Games, Paralympic Games and test events. That amounted to more than 100 venues, including 36 competition venues, as well as 1,600 temporary cabins and 170,000 sq m of tents.

Underpinning everything was a commitment from the bid to avoid leaving any 'white elephants': to develop efficient venues and only to build permanent venues where they would have a proven legacy. The strategy, therefore, was to use existing venues where appropriate, and to build more temporary venues than for any previous Games.

This was a challenge that required strong planning and a good understanding of the supplier market. Intelligence was gathered early on as to which suppliers had the appetite and capability to deliver what was required. Any future Games aiming for a similar number of temporary venues would be well advised to carry out an assessment of their own supplier market early on.

It was important to be disciplined about change control, given that some functions were still developing their own objectives when the design brief was set.

There were many important external relationships, particularly with the ODA, who were responsible for the construction of the new venues. This relationship was critical in getting the venue design and build right first time and keeping



costs to a minimum, while also ensuring that core values such as sustainability and diversity and inclusion were applied across the board. One other advantage was that the local labour force pulled together for the ODA was then made available to LOCOG's suppliers as a first port of call.

The venues have set new standards of efficiency for the Games. The original masterplan was adhered to and even enhanced, as some sports that were originally earmarked for semi-permanent venues, such as Fencing and Badminton, were relocated into existing venues at ExCeL and Wembley Arena.

The overriding objective was to deliver spectacular venues for the Games, while leaving the sites in as good if not better condition than when they were taken over. Some fantastic new venues have been built, while the temporary venues have been dismantled without trace. In this respect, London 2012 was a major success.



## Sport

Athletes and sport were at the heart of all Games planning and delivery from the bid onwards. With double Olympic champion Seb Coe as Chair of LOCOG, there was never any question that such a commitment would be watered down. And, like the athletes, all those working on London 2012 realised they needed to peak in the weeks of the Games.

The commitment to the athletes was quite simply the key part of the DNA of the London Games. It was seen from the start with the establishment of the Athletes' Committee (AthCom) – one of the main initiatives of the bid – as a full sub-committee of the LOCOG Board. It meant that athletes were able to have a direct and important role in framing and delivering the Games; they had real input that was listened to and acted upon.

The commitment was also clear in a number of other key initiatives, including the extensive and well-supported Pre-Games Training Camps network of more than 600 venues throughout the UK; the thorough review of the IOC Technical Manuals, with an athlete focus; the most extensive programme of test events ever organised, designed to ensure flawless delivery at Games time; and a range of improvements in sport presentation that maintained the integrity of the sport but raised entertainment levels to a new high.

## Sport Competition

Sport Competition played a fundamental role in ensuring that London 2012 truly was an athletes' Games.

The department was integrally involved in the design of venues, ensuring that the needs of each sport were incorporated from the outset.

A very high priority was placed on relationships with the International Federations (IFs), which were managed through an experienced, event-based team. By fostering a spirit of partnership, the team was able to benefit from the experience of the IFs, who often proposed creative solutions to challenges faced by the Organising Committee.

The main challenge for London lay in managing the increasingly rapid advances being made across many sports, with technology driving changes to rules and requirements often on a month-by-month basis. In such a climate, the approach was to lock down as much as possible as early as possible, but only where it was clear that this action would not hinder the natural progress of the sport.

One key commitment was to raise service levels for technical officials, who were provided with private, en-suite accommodation for the first time in recognition of their fundamental contribution to delivering a successful Games.

LOCOG also sought to secure a legacy for sport event management in the UK. UK-based sport managers were recruited wherever possible and the Sport Competition function financed and ran a UK-wide training programme to improve the skills of technical officials at every level.



### Sport Presentation

One of the core aims of London 2012 was to connect people with sport. This vision drove our plans for the way sport was presented.

The UK is a nation of sports fans, and many enthusiastic fans bought tickets to a wide variety of sports at the London 2012 Games. In many cases people attended sports they were not familiar with or did not fully understand.

Sport presentation was designed to ensure they got the most out of their sport experience at the Games.

All of the creative planning, production, talent and crew recruitment was done by our in-house team. This is the first time ever that an Organising Committee has endeavoured to do this across all sports. More than 1,100 crew members, comprising producers, editorial teams and technicians, operated the screens, PAs and lighting systems.

There were four key platforms to the programme:

First, our presenters on the big screens in each venue hosted each session and guided spectators through the event. As well as high-profile presenters, we also worked with universities, sports clubs, drama and performing arts groups and student media organisations and auditioned 750 budding presenters.

Second, announcers and commentators broadcast over the PA system, giving expert analysis of the sport and explaining all the protocol.

Third, spectators were able to purchase an in-ear commentary radio in several of our venues. These systems gave the listener a running commentary and helped them understand and connect to the sport.

Finally, a total of 201 films were made to help explain both Olympic and Paralympic sports to spectators. These included the history of the sport, terminology, tactics, rules and the tournament format.

A lot of thought was put into finding music and entertainment that complemented the diverse range of sports – from the heritage of Tennis to the energy of Beach Volleyball and the contemporary feel of BMX and Canoe Slalom. By devising a music library of 2,012 songs we were able to give each sport and venue its own 'personality'.

A unique music programme, 'Rock the Games', featured live performances and exclusive new recorded tracks.

**201 films were made to help explain both Olympic and Paralympic sports to spectators.**

### NOC Services

The NOC Services team provided a crucial mechanism for ensuring that the needs of athletes were truly placed at the heart of all Games planning. The role of the functional area was to serve as the voice of the NOCs within the Organising Committee, understanding that the NOCs are a source of unrivalled Games knowledge.

From the outset, the team sought actively to influence planning across the organisation, with the objective of raising service levels for the benefit of athletes.

The core objective was to ensure that all services provided to athletes in London responded to their primary concern: performance on the field of the play.

In addition, working with the Athletes' Committee, the team influenced many specific aspects of Games plans in areas ranging from Village services and transport to catering, medal design and the Athletes' Parade.

When it came to communicating back to NOCs, the approach was always to provide as much information as possible, on the basis that the most important thing for an NOC is simply to understand what the Organising Committee is planning in order to make its own preparations.

Cultural awareness was key to building strong relationships with NOC representatives, and a personal style of communication was possible thanks to an NOC Services team that included dozens of different languages and cultures.

Specific new initiatives introduced for NOCs in London included a programme of NOC open days, which proved a successful and efficient way of hosting NOC visits; and an integrated Pre-Games Training Camp programme, supported by an unprecedented financial award, which not only enabled many smaller teams to experience the benefits of pre-Games training for the first time but also helped spread enthusiasm for the Games to communities around the UK.





## Anti-Doping

The task for Anti-Doping was to collect 5,000 samples and deliver them to the laboratory for testing. In practice, this involved a number of challenges, most of which concerned the unprecedented number of tests and the personnel required to facilitate them.

Success was measured not by the number of positive samples detected, but by whether the reputation of the Games and the integrity of sport were maintained, and whether the athletes had been able to perform unhindered by the anti-doping process. The onus was on putting in place a structure of facilities, workforce and procedure that enabled the most effective and efficient anti-doping programme possible.

The first challenge lay in finding a laboratory capable of processing the required number of tests. The decision was taken to use a commercial partner, GlaxoSmithKline (GSK), who provided a building and equipment and subcontracted King's College London to staff it. This turned out to be an effective solution, resulting in a state-of-the-art lab.

This level of service was inspired by a commitment to the athletes. Learning from past Games showed that waiting times needed to be greatly reduced. A new target of 30 minutes maximum was set, and a system of 'next in' introduced whereby any athlete brought to a doping control station was guaranteed to be next in the queue once they were ready. In order to make this possible, stations had to be bigger and with more staff than at previous Games. The documentation was also reduced to one simple and intuitive form.

The workforce was made up mostly of volunteers from the UK, but finding the specialist personnel required meant inviting Doping Control Officers from abroad.

Although Anti-Doping was primarily a Games service function, there are some significant lasting benefits from its successes. The introduction of GSK, the world's second-largest pharmaceutical company, to the realm of anti-doping has presented the World Anti-Doping Agency (WADA) with a great asset. GSK has agreed to give WADA sight of any new drugs in development, and knowledge of any detectors, which will help WADA to be ahead of the game. GSK's commercial expertise has also been applied to sample testing, helping to reduce the cost of the most expensive part of the anti-doping process.



## Medical Services

London 2012 was an opportunity to raise the bar in sports event medical services by tapping into the quality of the UK's National Health Service and its existing expertise in sports medicine and primary care, while alleviating pressure on the local healthcare service around the Games venues.

Around 4,000 medical volunteers were recruited, 3,500 of whom worked at the Olympic Games, with paid Medical Venue Managers recruited to manage each venue medical team. A key early decision was to manage the workforce internally, rather than using an outside company or charity, as it allowed greater consistency and standard of service. Some major commitments had been made in the bid, including the promise of free hospital care for members of the Olympic Family during the Games, which required a change in legislation.

Medical Services also developed a 'treatment on the move' model, which enabled patients to be treated in situ instead of having to be moved to a medical centre. This used a special rucksack equipped with the tools to carry out treatment from basic first aid to a full intervention. The rucksack was tested and refined over time and has attracted interest from other organisations, including Manchester United Football Club.

Another lesson from past events was to avoid being left with medical equipment that could not be sold on. The decision was therefore taken to avoid owning items wherever possible. Procurement secured good deals on sale or return, even for consumables, while buyers were found for the imaging equipment prior to Games time.

Medical Services enhanced client groups' Games experience by providing clinical skill, equipment, procedures and processes of an unprecedentedly high standard. The Polyclinic, which formed the hub of the athletes' medical operation in the Olympic Village, was considered outstanding and will now be used as a community healthcare centre.

The training and experience given to the volunteers were of great benefit. Some volunteers went on to become Medical Venue Managers, and will be able to take that experience into future events.



## Villages

The Olympic Village, and the satellite Villages at Eton Dorney for Sailing and Canoe Slalom and Portland for Sailing, lay at the heart of London's vision of an athlete-centred Games. The goal was to ensure that the Villages responded to the needs of athletes, prioritising optimum performance on the field of play.

The Olympic Village was also an important element of the promise to use the Games to transform east London. Games operations and legacy were planned in tandem from the outset. Both were factors in the selection of the Stratford site, which offered excellent transport links, was directly adjacent to the Olympic Park and could therefore help drive the regeneration of the area with a commitment to deliver 2,800 new homes after the Games, 30 per cent of which would be classed as 'affordable housing'.

The Olympic Village site benefited from natural boundaries and was designed with the aim of creating a quiet residential haven in the centre, with the athlete blocks organised around an area of landscaped parkland, helping to create the feel of a traditional English village. All of the services were located on the periphery of the site, which had the additional benefit of making life easier for team managers. A bridge connecting the Village to the Olympic Park offered many athletes the opportunity to walk to their venues.

London's Village provided direct connectivity, not only with the venues and local communities but also with the wider city. This offered athletes the chance to enjoy the many festivals and activities taking place across London; to connect with their local or national communities in the city; and to visit friends and family staying elsewhere. Providing such access to external attractions helped ensure that the site remained a performance Village, and not a party location, throughout the 17 days.

The goal was to ensure that the Villages responded to the needs of athletes.





Specific improvements were identified by the Athletes' Committee, which played a large role in the development of the Olympic Village, informing and validating all key decisions. Their recommendations included introducing:

- Soft furnishings in all lounge areas, ensuring such comfort is not only the preserve of well-funded teams.
- TVs in every apartment providing live Games feeds for every sport.
- 100 per cent blackout curtains.
- Grab-and-go food carts positioned across the site, catering for athletes who don't have time to go to the Main Dining Hall.
- Free Wi-Fi internet access in every apartment, as well as in dedicated hot spots and hubs to encourage athletes to come out of their accommodation and mingle.

The focus on individual needs was partly based on an understanding that modern Olympic Villages do not need to serve as 'homes-from-home', accommodating athletes for weeks at a time. Our goal for the Villages was to provide a level of hotel service equivalent to what today's world-class athletes commonly experience when they travel. We worked with partner IHG to recruit highly experienced hospitality professionals from around the world. The Village was run effectively as a 17,000-bed hotel with hotel-style staffing structures, operational processes and a service culture that allowed residents the freedom to be themselves.

Significant emphasis was also placed on the development of the Village Plaza, which was designed to encourage residents to gather and socialise. Attractions included a replica of an athlete's room for showing to friends and family, and a time-lapse feature showcasing the development of the Olympic Park.

In the early stages of the project, with venue developers focused on legacy, the Village team faced a challenge in ensuring venue operations were accommodated. A 'one team' approach was generally adopted towards the project and, in many cases, Games operations requirements contributed to enhancing the post-Games product – for example, wireless hubs were installed in every apartment and the accommodation was constructed to a higher sustainability standard than most new-builds in London, bringing benefits in noise reduction and energy efficiency.



## Look

LOCOG's vision was to deliver a successful Look programme for the Games. This was developed and delivered by the Marketing department.

The biggest challenge faced from a design perspective was establishing a flexible branding system for the entire Games experience and doing so early enough to enable the many stakeholders and delivery partners of the Games to work within the system.

In addition, LOCOG committed to delivering a zero waste to landfill Games. Therefore early materials selection was a key part of our strategy, making sure we used minimal amounts of PVC, while we also carried out detailed planning to ensure our asset disposal strategy complied with policies set out by the Commission for a Sustainable London 2012.

The venues were the heartbeat of the Games and the brand system was designed to define each of them as unique focal points. The colour strategy was at the centre of this, with each venue using a combination of two colours from the core palette to give a distinctive character. It was important that these colour combinations and the brand placement worked well for broadcasters and photographers, so extensive testing was carried out to achieve the best shots and coverage possible.



Installation of all products within venues began just two weeks before the Games started as the final touches were made to the venue build. This presented a huge logistical and installation challenge. To deliver within an extremely tight window, LOCOG's event dressing supplier recruited and managed a team of more than 50 project managers with more than 300 fixers and a fleet of 60 vans working 24 hours a day.

The design of a flexible brand, along with the successful management and operation of the overall programme, enabled us to provide a Look of the Games which created a unique and consistent backdrop throughout the UK.

### **Motto**

Our motto was 'Inspire a generation', reflecting the promise made when London bid for the Games.

Launched to mark 100 days to go to the start of the Olympic Games, the motto was intended as a rallying cry. The world's finest athletes, each with an inspiring story, came to London for the first time in a generation. Connecting every single one of them was their mission to succeed, to push beyond their personal best and be the best they could be at the highest level. We invited them not just to come to the UK to compete; we invited them to do something more profound. We asked that they came to London and inspired a generation; to compete, to do their best and to tell their stories of determination, excellence, perseverance and strength of character. On behalf of the youth of today, the athletes of tomorrow and the Olympians and Paralympians of the future, we asked them to become guiding role models and the new heroes of the world's youth; to come to London and inspire a generation.



### Spectator experience

One of the most significant innovations of London 2012 was its focus on spectator experience. Spectators were treated as a core client group in preparations and planning for the Games. This reflected the important role spectators play in creating a magical atmosphere in the venues, and therefore in conveying and communicating the Games experience.

From four years before the Games, LOCOG had a dedicated team considering every element of spectators' customer experience. The end result was a positive satisfaction rate, with 97 per cent of those who attended the Games saying the experience had exceeded their expectations.

Spectators were crucial to the financial success of the Games, from ticket sales, sponsor activation and merchandising. The LOCOG strategy was that if you guarantee a brilliant experience, customers are more likely to stay longer and visit food concessions and the retail outlets; but mostly we wanted the experience to live up to the once-in-a-lifetime messaging.

Qualitative and quantitative research was the first step. Among the questions addressed were: who are the likely spectators? What are their expectations? And where are they going to travel from? All of these questions, and many more, were fed into detailed work on understanding the likely needs and requirements of the Games-time crowds.







From this, a single vision was created, working with several functional areas and multiple external stakeholders. The core of the work was around crucial Games-time operations such as security and transport; however, the start of the customer journey was pre-sale information from the ticketing website and the end was when the post-Games research and reporting was completed.

The final, pre-Games phase was to review the vision against the physical reality of the Olympic Park and other venues once Games overlay was in place. The first aim was to ensure an efficient, reliable and smooth visitor experience; the second to ensure that there was Games 'magic' sprinkled on top, including sports demonstrations and other elements of the entertainment programme. At Games time, most of the 45-strong team were based in specific venues, delivering the programme in situ.

The focus on research continued at Games time, with an overnight feedback loop introduced. Departing spectators received a questionnaire, the data from which was used to produce a venue-by-venue report, while other reports included one that went to the LOCOG Board on a daily basis. As a result, operational changes could be introduced overnight. If the catering queues were too long at a certain venue, or the toilets below standard at another, managers could be told and could address the issue as quickly as possible.

### Event Services

Event Services was responsible for ensuring that visitors to the Games were able to enjoy the experience in a safe, hospitable environment. The challenge was to create an environment for a unique, one-off event that spectators would recognise from ongoing event spaces in London, such as Wimbledon or Wembley Stadium.

A key decision was to run event services in-house, recruiting a team that was well versed in the nuances of the stringent regulatory framework that surrounds sports events in the UK, and then concentrate their scope on the competition venues where those regulations applied. Where external expertise could add value it was tapped into, but a considerable cost was saved by not engaging the services of one external event services provider.



Another strategic decision was to procure multiple providers rather than the usual big names. This brought new players into the sports event arena, many of them from the mid-market, which contributed to raising the bar, for example in the standard of stewarding.

The recruitment of a large volunteer workforce provided first-time experience of a working environment for many young people, at a time when work was hard to come by. Thanks to their Games training and the example set by the Event Services team on the ground, volunteers learned the importance of punctuality, smart appearance and personality, among other characteristics, and a level of crowd safety training that they will be able to take forward after the Games.

The mobility assistance service represented a significant step forward for diversity and inclusion. London 2012 undertook a comprehensive programme, including free motorised scooters, golf buggies (some of which were adapted to take wheelchairs), plenty of wheelchairs and teams dedicated to look after them.

Across all competition venues, the workforce was trained to be outgoing, personable, helpful, attentive and fun, thus contributing to a great atmosphere throughout the Games.

### Technology

Technology played a fundamental role in the reliable delivery of essential services, operations and innovations that helped to maximise the Games experience for everyone – for spectators in venues; through broadcasters and media; through high-impact digital elements in the Ceremonies and exciting and educational sport presentation; through Live Sites in communities across the UK; and through accessible social media platforms and applications.

At the heart of this was a commitment to provide real-time results for every Olympic sport. Delivering this commitment in a high-risk environment with the introduction of all-new Atos software required a significant testing programme. A dedicated 56-cell integration test lab was created to represent 'the Games in a room', with more than 200,000 man-hours of testing logged in 2010-11. Great emphasis was also placed on the test events and technical rehearsal programme for identifying improvements and building resilience.

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The rise of the smartphone presented another new challenge, with modern consumers expecting to be able to access and interact with Games information through their mobile devices. Two very popular official apps were developed for six different mobile platforms.

As a further consequence of the mass adoption of smartphones, significant focus was placed on ensuring that the 3G infrastructure in the Olympic Park could meet Games demand. This required a creative commercial solution, and LOCOG brought together all the major UK mobile operators in a Joint Olympic Operators Group, which ultimately collaborated in the development of the necessary infrastructure. The collaboration was a first for the UK industry with significant potential long-term benefits should the structure be retained. 3G provision in the Olympic Park was complemented by Europe's largest public Wi-Fi network, built by LOCOG partner BT at the company's own cost.

These provisions made a significant contribution to enhancing spectator experience and offered wider communications benefits, for example in enabling on-site social media activity.

Beyond spectators, many client groups enjoyed technology-enabled improvements to their Games experience. For example:

- NOCs reported the smoothest ever delegate registration process, resulting from improvements to the system with accreditation data moved online.
- Broadcasters benefited from more commentator Info systems than ever before, as well as the provision of more virtual graphics across more sports.
- The media Info system was made available on a browser-enabled basis for the first time, meaning that those registering for MyInfo+ could access data off-site.

The Technology department also produced a number of applications for internal functions. Most notably, the Torch Relay nomination process was conducted entirely online (using the latest 'cloud' technology).

Another major step forward for the Games came with the first implementation across all sports of the Olympic Data Feed, used by organisations including media agencies, broadcasters and International Federations.

LOCOG Technology worked closely with, and orchestrated, the contribution of TOP partners, domestic partners and suppliers.

In terms of Games-time technology operations, a highly responsive service was provided to meet the challenge of a scope change created by a rise in the level of video adjudication in many sports.

Cyber security measures were designed in to the technology architecture from the outset with the support of the relevant UK Government agencies. This ultimately enabled LOCOG's systems to withstand seven significant attacks.

Spectrum management also required particular attention in London and LOCOG worked closely with UK regulator Ofcom to develop a spectrum plan and manage the allocation of frequencies. Additionally, London 2012 was the first Games to implement a converged network.

Throughout the hosting period, great emphasis was placed on ensuring the technology team played its part in delivering sustainability targets. A technology Sustainability Strategy focused on priority areas, including low-carbon use and zero waste to landfill. A major factor was the engagement of Technology partners in helping to meet these commitments. For example, LOCOG negotiated with its office equipment supplier to buy back any unused paper at the end of the Games. More than 30 million sheets were ultimately returned, representing a 70 per cent reduction in paper use compared to the Athens 2004 Games.

Additionally, arrangements were made for all physical equipment (more than 110,000 items) and cabling (5,500km) used for the Games to be sold back to suppliers or sold on through a third-sector organisation. The east London college that housed the alternative Technology Operations Centre for the Games will retain much of the physical equipment for the benefit of its students, adding to the skills legacy of LOCOG's technology operation, which also involved more than 40 local apprentices.





## Broadcast

For most people and communities around the world, the Olympic Games has become a multimedia event and experience. London 2012, its partners and sponsors, and the IOC, provided a rich broadcast and online service. Magnificent sport, sell-out venues, cutting-edge television and website coverage and digital programmes contributed significantly to the success of the Games.

Many millions around the world watched the Games on television. In the UK, the BBC reached a audience of 27.3m for the Opening Ceremony, and 20m for the men's 100m final. Ninety-one per cent of the UK population watched at least 15 minutes of the Games, and the BBC used its many platforms to ensure that, for the first time ever, live coverage of every Olympic sport was available free of charge to UK viewers.

Each Games raises the bar in TV production, and London 2012 was no different. Coverage was again provided by Olympic Broadcasting Services and they recorded a number of firsts and new innovations.

The Broadcast team at LOCOG worked with many internal functions to ensure everything from arrivals and departures to accommodation and transport ran smoothly.

Broadcasting needs were built into venue design up front. Sightlines and operational requirements also needed to be taken into consideration in the design and the awarding of contracts, as well as the eventual builds. Infrastructure requirements included more than 150 cabins, almost 100 tents, 75 storage containers, more than 1,100 one-, two- and three-person commentator positions, and several hundred camera platforms.

For London 2012, the technology requirements were demanding: the first summer Olympic Games to deliver real-time results across all Olympic sports as well as the first implementation of a new standardised results format – the Olympic Data Feed. Alongside this, timing, scoring and results information was made available for TV graphics in all Olympic sports and a number of enhancements to support virtual graphics were also provided.





## Press Operations

Press Operations had responsibility for the 6,300 accredited written press, their accommodation and transport and the facilities available to them at the Games venues.

Every major strategic decision was taken to ensure the best possible service. This included the formation of an advisory group of press representatives, and the employment of foreign experts as Venue Media Managers where British candidates lacked the required level of knowledge, for example in the martial arts.

The first major strategic decision was not to build a media village, but instead to cluster the press in hotels in central London. This meant that they were nearer to the venues. The instigation of two transport hubs rather than one meant they could be taken directly from their hotel hub to venues, rather than having to go via the media centre. These decisions required additional cost and a great deal of extra organisation, particularly in negotiating with the Accommodation and Transport functions, but resulted in a far more time-efficient experience for the press.

The press were encouraged to use public transport wherever possible, to speed up their travel around London. This was communicated in three World Press Briefings – one more than usual – the first of which was held in 2009 in recognition of the need to distribute information as early and as frequently as possible.

The position of the Main Press Centre, combined with the International Broadcast Centre on the edge of the Olympic Park, was also of strategic value. It meant that accredited media needed only one security check to access the Olympic Park, and the two centres could share facilities like the High Street and catering.

One decision that met with some initial resistance from press groups was to use cable rather than wireless at the venue media centres. However, the level of cabling installed to all positions, as well as some non-tabled seats, exceeded anything seen at previous Games. The result was a robust communication network, accessible in all venues with one password.

Another first was the extension of MyInfo+ to users beyond the venues. Journalists could use their password to access the service anywhere on their laptops, and additional accounts could be purchased for non-accredited staff.

Journalists were also in favour of the decision to leave the venue media centres open for four hours post-competition, rather than the usual three. This decision took heed of past experience where journalists have felt rushed, and made sure such situations were avoided.

London 2012 saw a sizeable reduction in the amount of paper used by and for the press. The World Press Briefings were the first to give out information in electronic form instead of big stacks of paper, and the goodie bags came in recyclable paper rather than another rucksack! The general move away from paper to online communication within the press environment contributed to the reduction in paper use, which should continue at future Games.

Press Operations also took the opportunity to instigate an educational legacy, by writing and delivering three years of learning modules for media students at Sheffield Hallam University. In all, 300 students were put through the course and 150 joined the team at Games time, gaining valuable experience that will hopefully be of benefit for future events.

The LOCOG Press Operations team received the International Sports Press Association (AIPS) Best Press Facilities 2012 award.







## Games Services

Games Services comprised four distinct functions that were key to enhancing the Games experience for client groups, from the moment they landed in the UK to the day they went home. Those functions were Arrivals and Departures, Accommodation, Logistics, and Catering, Cleaning and Waste.

### Arrivals and Departures

With an estimated 43,000 Games Family visitors arriving for the Olympic Games, the availability of various ports of entry, each under private ownership, coupled with the emphasis on using sustainable transport wherever possible, presented a challenge previously unseen by other OCOGs. The decision was taken to simplify the structure by designating Heathrow as the single official port of entry, handling three-quarters of the Games Family, and then planning the management of the ports and railway stations around that centre.

Another key decision was to form a sponsor partnership with BAA Airports Ltd, owner of Heathrow. This led to far greater efficiencies in terms of time spent in negotiations, and brought cost-effective benefits. For example, BAA agreed to build a temporary departures terminal to help ease the pressure after the Games. With this in place, a remote check-in process and bag drop in the Olympic Village was introduced for all athletes and their departure was processed through this terminal.

A new database was created which helped to give a far more accurate view of individual and collective requirements. This system should serve as a valuable legacy for future OCOGs. It needs to be promoted to client groups early on with the message 'help us to help you', encouraging them to populate it with their information for the best possible outcome.

The relationship with BAA also facilitated the formation of Building Ability, a group put together to carry out an accessibility audit of airport terminals, identify areas for improvement and put plans into action. This has already led to changes that were evident during the Games and will leave a tangible legacy.

### Accommodation

The primary objective was to meet the accommodation needs of the Games Family, including athletes staying outside the Olympic Village, and to be a revenue stream for LOCOG. As a showcase for the level of service that London can provide, it was essential to present the best possible impression in order to capitalise on the tourism legacy. With 18 months to go, 57,000 rooms per night had been contracted.

The principal challenges came from the diverse and widespread structure of hotel accommodation in London, trying to source rooms that met the needs of the various client groups, as well as meeting the requirements of other LOCOG functions, such as Transport and Security. Both these functions were helped in their objective by clustering client groups together so that each operation could be focused on one location.

The complexity of securing the right level of accommodation and gathering sufficient information to formulate accurate assumptions on numbers as the Games approached required a strong team of experts, with first-hand knowledge of the hotel sector and the ability to build good relationships with providers and client groups. Making the hotels feel part of the organising team and thereby buying into the challenge was a key factor in securing the cooperation and flexibility required.

The procurement of a new booking system proved a vital component, enabling clients to make their own amendments online and thus minimising the amount of adjustment required. This was especially valuable during the Games period, when 100,000 guests per night were checking in.

With so many hotels called upon, many catering to a major event for the first time, the legacy for London's accommodation sector is substantial. In addition to filling rooms throughout the Games period, and increasing business during the test events and Torch Relay, a wide variety of hotels, covering the full range of price points, were given a golden opportunity to showcase their services.

### Logistics

Responsible for the movement and storage of an estimated 30 million items, Logistics played a vital role across all the functional areas of the Games.

Two key decisions were taken to ensure that this challenging objective was met. First, Logistics was separated from the Procurement function. While it was essential for the two functions to cooperate closely, keeping them separate meant that expertise could be focused where it was required. The second decision was to bring in a logistics sponsor, which already had the necessary experience and expertise, and then surround it with LOCOG hires in order to maintain appropriate management of the relationship. A third party was contracted to provide the storage expertise.

A significant challenge was working with Security to establish a working balance between security restrictions and the practical necessities of Logistics. This, together with the constraints of the budget, put an extra strain on the function which would have proved impractical had the entire function been managed in-house.

Sourcing the necessary amount of warehouse space in a city the size of London proved a major challenge, which was met later than was ideal. As warehousing lies at the core of the logistics model, it is advisable to secure this as early as possible. The eventual solution utilised three separate warehouses, which proved essential to provide the necessary space while minimising journey times from warehouse to venue.

The complex storage requirements were controlled by an established Warehouse Management System which was tailored specifically for the Games. This can now be used by future OCOGs as a template for their own Logistics function.

### Catering, Cleaning and Waste

The challenge of feeding and cleaning up after all the client groups within the Olympic Park came at a time of significant change within this particular field. On the catering side, it presented an opportunity to raise the standard of food served at sports events in the UK, thus leaving a legacy of higher expectations among consumers. In terms of cleaning and waste, it was a chance to deliver on the zero waste to landfill promise of a sustainable Games, and thus leave a legacy of better practice in the manufacture and disposal of food packaging.

Whereas historically the catering model has been to use one big contractor, the decision was taken to start early and spread the work among multiple contractors. This reduced the risk of a failure in the supply chain, and also created a level of control, competition and opportunity that would result in higher standards and lower costs.

A Food Advisory Board was set up, with farmers, food agencies, the supply chain and retailers all represented, and their input led to the publication of LOCOG's Food Vision – a manifesto of expectations that was circulated to prospective suppliers before going out to tender. The Food Vision set out LOCOG's minimum standards, benchmark standards and aspirational standards, and challenged suppliers to demonstrate their ability to raise the bar. The result was a higher quality of food offer than anything previously seen or expected at UK sports events – much of it delivered by suppliers new to the sports catering sector – and a heightened level of knowledge and capability across the sector as a whole.



Bringing the suppliers in early also meant they could be used and observed during the preparation period. As a result, the workforce enjoyed a bigger range of better meals at significantly lower cost than has gone before.

With waste, the strategy was to deal with the problem at source. Suppliers were given strict instructions to a) only package what they had to, b) source packaging from LOCOG's approved supplier, which manufactured recyclable packaging, and c) colour-code all packaging.

The colour-coding system matched three waste stream bins, very clearly marked, making it easy for consumers to play their part in the sustainable waste disposal plan by sorting their own litter and dropping it into the appropriate bins. Putting a system like this in place for such a major event has helped to heighten awareness across the sector of the end-to-end process and find efficient, cost-effective solutions that also engage the consumer.

Catering, Cleaning and Waste has achieved some significant successes that pioneer new standards of food sourcing, food quality, cost and waste disposal that will not only benefit sports events in future, but will also raise the level of expectation and good practice across society as a whole.

### **Health and Safety**

In order to ensure that the Games were remembered for all the right reasons, Health and Safety played an important role in providing advice and support to other functional areas, helping them to identify their risks and manage them. The approach was geared around creating a harm-free environment for everyone involved in the design, development, delivery and ultimate enjoyment of the Games.

The key strategic decision was to gain the support of the Board of Directors and inspire them to lead by example, then permeate that philosophy down throughout LOCOG. This was achieved by presenting an approach that was practical and pragmatic, keeping solutions proportionate to the risk, and changing the perception of health and safety as a nuisance and obstruction to making great things happen.

This strategy was very successful, instilling a culture within LOCOG whereby health and safety was embraced and given a degree of credibility that is sometimes lacking elsewhere. Every functional area had its own health and safety contact, which further helped in establishing constructive relationships.

Time and conflict were saved by setting out health and safety standards and responsibilities as early as possible. These were developed in conjunction with the Government's Health and Safety Executive and were written into managerial job descriptions, spelt out in guides for contractors and suppliers and presented to the entire workforce in an e-learning induction programme.

A concerted effort was made to ensure that health was not overlooked in the determination to ensure safety. Various initiatives were put in place to help people understand how to strengthen their own physical and mental resilience. This included an online risk assessment that individuals could carry out, a confidential helpline for people who were experiencing personal difficulties, a debt helpline, and a service helpline to assist with some of life's practical problems that could add unwanted pressure on top of an already heavy workload.

Steps were also taken to make sure that people were properly fed. Contractors were obliged to buy into the LOCOG eating programme, which made a nutritious, balanced food offering available to everyone working on the Games. This was very well received.

Historically, there has been a perception that health and safety in the UK is excessively fastidious and obstructive. The way it was implemented by LOCOG helped to change that perception and encourage people to recognise the positive aspects of safeguarding their own well-being.

London 2012 provided a fantastic opportunity to focus the attention of a vast number of people from across the world on a robust and pragmatic approach to keeping themselves healthy and safe. It is to be hoped that it will form the template for future Games.

### **International Relations**

International Relations was responsible for the planning and delivery of the Games-time experience for the entire Olympic Family. The areas of activity this covered included the official port of entry at Heathrow Airport, official hotels, sports venues and meeting venues, and carried a high security and protection requirement.

An important strategic decision was to collaborate with the Foreign Office in running the International Dignitary Programme. This also enabled a close working relationship with other stakeholders, such as Scotland Yard and the Royal Household, with whom the Foreign Office has strong ties.

Two opportunities for streamlining the operation by combining roles were also identified. The 1,000 or so Olympic Family Assistants (OFAs) also filled the role of T1 driver for their designated clients. As well as saving the time and cost of recruiting and training an extra 1,000 Games Makers, this freed up an extra seat in each car and helped to build a stronger relationship between the OFAs and their clients.

The other shared role was the merger of Language Services and Venue Protocol into one team for planning and delivery. This was done in an effort to create a more efficient workflow for Language Services staff at the venues, avoiding long periods of inactivity.

## Readiness

London is a complex environment to host the Games, and the operational aspects had to meet the challenge of the city environment, around which the Games experience had been planned from the outset. This required greater involvement and cooperation from external agencies, particularly for security, transportation and venue operations, and the city of London, which was planned and operated as a venue itself for the Games. This involved the development of operations and contingency plans that focused on:

- Competence
- Confidence
- Capacity
- Communication

Key planning forums to prepare the LOCOG teams for Games-time operations were established and were critical to integrated operational planning, readiness and delivery of Games operations and services in the venues and surrounding areas. These forums and their key management transitioned from planning to preparation to delivery, with personnel learning the decision-making processes and venue-based organisational behaviour and procedures needed to make Games operations successful.

The forums highlighted the unique challenges of 'on the ground' planning and delivery: at the venues, in the city streets, and throughout the thousands of delivery points of the Games-time operation.

An extensive programme to ensure all functional areas were ready to deliver at Games time was internally branded 'Path Forward'.

This programme – which included regular all-staff briefings and an online portal – aimed to build a 'one team' approach, provide all staff with an overview of key milestones to be achieved in the countdown to the Games, and offer educational and motivational Games experiences.

42 sport test events were held under the London Prepares series brand.

A comprehensive readiness programme was launched two years out from the Games in order to transition from planning to preparation and bring the reality of Games-time operations, and the nature and tempo of decision-making, to the Games Operations teams. This included a centrally managed test events programme, ensuring that function by function, venue by venue and client by client, objectives and issues were identified, incorporated into event plans, reviewed and graded afterwards, with remedial measures identified in debriefs.

The scope of test event operations mirrored Games time across all agencies and partners, beginning with a 'mini-Main Operations Centre (MOC)' and a nationwide 48-hour Games-wide Command Post Exercise (CPX). Teams, including our external delivery partners, developed competence in their operations and confidence in their personnel, as well as in the broader Games-wide team. We expanded our preparations to a wide array of emergency response and contingency planning.

#### Test events

London's very ambitious programme of sport test events – the most comprehensive ever – was born of the bid commitment to stage such an event for every sport and every venue in the Olympic Games. This vision was developed by the LOCOG Sport department as part of an athlete-centred approach that placed the very highest priority on performance on the field of play.

In total, 42 sport test events were held under the London Prepares series brand, comprising 17 International Federation events and 25 international invitationals specifically created and organised by LOCOG.



Aligning sport test events with the wider readiness programme proved highly beneficial. The venue teams were joined by their key externals in a series of tests and exercises that ranged from team-building self-tests off readiness programme templates to simulations and on-site testing.

Each event was preceded by two table-top exercises and one simulation covering operations such as venue communications and crisis management. This not only benefited preparations for the test events themselves, but also exposed teams to the type of exercises that would be used in final preparations for the Games.

A cluster schedule for the test events was designed to simulate anticipated infrastructure challenges by running a number of events concurrently and allowing for learnings to be fed back into planning and re-tested.

Overall, the test event programme was run relatively late because of the large number of late-emerging venues and venue teams in London. This had its own advantages, and meant that the test events played a role in the build-up of public excitement towards the Games. Demand for tickets and media interest were significantly higher than anticipated, and the test events themselves proved a great popular success.

Competence and confidence grew as a result, and as Games time approached the move to venues proceeded smoothly. The teams were prepared, roles and responsibilities were practised and adjusted, and behaviours were adopted and adapted as necessary. As working relationships and effective leadership developed, so did mutual confidence.







# Section 3

Everyone's Games

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## Everyone's Games

### Introduction

The Olympic Games belong to the world, and London threw a worldwide party for the Games, with everyone invited. Building on London's enormous cultural diversity, the Games celebrated athletes and teams from 204 countries and territories – more than are in membership of the United Nations (UN) – representing every culture, faith and region of the world and united by a passion for sport.

The London 2012 Olympic Truce resolution, which included international development projects and programmes based around community sport and health-related initiatives, was co-sponsored by all 193 member states of the UN – making it the most co-sponsored resolution in its history and a triumph of international cooperation and goodwill.

A rich Games-time environment was created to welcome the world, and for local communities, residents and visitors to experience the Games in venues across London, in co-Host Cities and beyond.



London 2012 was designed to be inclusive and accessible, with initiatives that included special ticket allocation programmes for community groups, and the biggest ever network of Live Sites with giant screens in all UK nations and regions to enable everyone to share the spirit of the Games.

The Torch Relay, volunteers, ceremonies, workforce and other programmes were also designed to be as inclusive and accessible as possible and to maximise opportunities for everyone in the UK and beyond to participate in the Games.

At Games time, sporting, cultural and community events, as well as venues and public transport, were accessible to people from all backgrounds and cultures, and significantly enhanced the Olympic experience for everyone.

Prior to the Games, hundreds of programmes enabled millions of people to participate in sport, art, culture, health and education projects across all UK nations and regions and international communities.

New Games-time digital applications were available, along with significant use of social media for the first time at a Summer Games. New digital broadcasting platforms, along with enhanced traditional Olympic broadcasting networks and opportunities, produced the biggest ever global audiences and provided new ways for everyone to engage and participate in the Games.



This made the inspiration of the Games more accessible to more people, schools and communities than ever before, and connected more villages, towns and cities across the planet to the Games.

The Olympic pillars of sport, culture, education and the environment offer areas of interest and activity for people from all backgrounds. New opportunities were developed in these and other related areas, including festivals and interactive multimedia programmes, for everyone to participate and engage in the Games.

Programmes were also set up to enable people from all backgrounds to gain valuable skills training and jobs, as well as for companies to bid for important Games construction, goods and services provider contracts.

Staging Games for everyone meant reaching out to young people in new ways and settings. London 2012's Get Set domestic education programme and International Inspiration programme addressed contemporary issues important to young people from different cultures and backgrounds. These included bullying, gang violence, peace and illegal drug use, and helped to make the Olympic values and ideals more relevant to the lives and interests of millions of young people across London, the UK and around the world. International Inspiration involved more than 12 million young people in sport and education programmes in 20 countries.

Pre-Games Training Camps helped smaller national Olympic teams prepare for the Games at designated training sites across the UK. They expanded and enhanced the Olympic experience for more athletes, nations and local communities.

All these programmes helped to take the Games experience to new audiences, renew belief in the Olympic ideal, and inspire a generation.



## Communications

From the bid right through to this Official Report, the Communications team has been responsible for the development, evolution and management of the vision and the messages, both internally and externally. The need for a strong, unifying vision is essential. It brings stakeholders together, creates enduring partnerships, unites the public and provides context to the media. Being guardians of the vision is a key responsibility and one that sat with the Communications and Public Affairs function.

In early 2006 we developed our vision for London 2012. We wanted to host a Games for everyone. A Games where everyone was able to join in. A Games that held fast to the promises we made in our bid. A Games that would inspire a generation.

This vision was firmly fixed to the wall in the Communications department from that time and guided the communications strategy and activity for six years. It was the vision shared by all stakeholders in the project.

Our communications strategy was developed with both the vision and the key pillars of our memorable Games, as outlined in the executive summary. We had a three-pronged strategy that was agreed and delivered by the Communications departments of the key London 2012 stakeholders, governed by the Director of Communications Group, which was chaired by LOCOG's Director of Communications and reported to the Olympic Board. The three core strands of the strategy were:

- Brilliant basics: the core essentials to delivery, executed brilliantly and to a known schedule. This provided us with the solid foundations which built confidence in the project from building and staging to athletes' preparation and legacy planning.
- Bringing the Games to life: a series of high-profile activities, events and announcements that engaged the public, our partners, our stakeholders and the media, and created excitement around the Games. These were anchored by an annual countdown activity.
- What we want the world to remember: five key themes that the London 2012 Games stood for. These were: engagement of young people; transformation of east London; inspirational sport and athletes; London the place to be; and Games that were accessible to everyone. All media releases, speeches, photos, videos, events and so on were tagged to one of these themes and regularly reviewed to make sure all the themes were promoted.

The primary function of the core areas within Communications was to inform, inspire and excite people about London 2012. We did this using every available communications platform and channel, including some in the social media arena that only materialised a year or two before the Games.

At Games time, the division of communication resources is critical given the importance of continuing to be the guardian of the vision and the messaging, while dividing the team into proactive and reactive groups of communicators offering a 24/7 service to media, stakeholders and the world via the internet and other channels, as well as advising on all key incidents across the Games through the Main Operations Centre (MOC) and hosting a daily media briefing for the world's press.

In addition to the Press Operations function, the following five departments sat within Communications and Public Affairs to enable LOCOG to deliver a fully integrated, consistent and effective communications effort across all client groups, stakeholders, the public and other external groups, and across the entire organisation.





## Public Relations and Media

The PR and Media department took the lead in liaising with and managing the media across the OCOG and across the stakeholder group. Regular meetings with key delivery organisations and detailed activity grids, which were rigorously managed, were core tools in overseeing the messaging and activities across the project.

The department was structured into five teams, all reporting to the Head of PR and Media:

- Commercial (ticketing, licensing, sponsors, procurement, key suppliers)
- Culture, ceremonies and education
- Nations and regions (including the Olympic and Paralympic Torch Relays)
- Sport and venues (including anti-doping and test events)
- International media relations

Annual plans were produced and presented to the LOCOG Board to support the integrated communications strategy with a range of milestone events, corporate positioning programmes and announcements to launch and promote core programmes like ticketing, Torch Relays, volunteers, mascots, logos, education, ceremonies, test events and the Cultural Olympiad. In addition, the department supported all international and client group presentations and IOC Coordination Commissions, and ran a London 2012 speakers' bureau which assessed speaking opportunities and developed and compiled speeches and materials.

In the final year the LOCOG Sustainability team employed a communications specialist who had a dual reporting line into the Head of PR and Media. A separate press office was also set up to oversee PR and media support for the London 2012 Festival during its critical 12 weeks. This was overseen by the LOCOG PR and Media team.

At Games time, the PR and Media team was supplemented by 30 volunteers, all of whom had relevant experience. Together with the core team and Festival press office, the team comprised just over 60 people responsible for running the MOC newsdesk, a proactive press office, the Main Operations Centre communications desk, the Media Issues Group (MIG), the London 2012 Festival Press Office, liaison with the Government crisis unit and daily update calls with sponsors' communication teams.



## Government Relations

London and the UK operate in a highly regulatory environment. Ensuring the Games had cross-party support and a licence to operate in a complex stakeholder landscape under constant public, political and media scrutiny was the core objective of the Government Relations department.

This small team handled all Parliamentary and London Assembly appearances, questions, events, engagement and relationships. They provided advice and counsel to functional areas about political support for key aspects of delivery, from local planning applications to ticketing, sustainability and disability.

The team built critical relationships with Members of Parliament, the House of Lords, local authorities and local London community politicians. They were responsible for the management of the OCOG's relationship with central Government, the Government Executive Office, the Cabinet Office and the Mayor's Office.

They handled more than 1,000 Parliamentary and Mayor's questions between 2007 and 2012, managed more than 30 appearances by LOCOG's senior team at public scrutiny hearings and successfully navigated central, mayoral and local elections in 2008, 2010 and 2012.

In addition to the Parliamentary brief, the department developed and maintained a monthly fact pack of critical information (a 'single source of truth') for LOCOG's senior management team and was responsible for the highly complex domestic dignitary programme. Both public enquiries and Nations and Regions started out within this department.

In the year before the Games it became apparent that additional support was required to integrate communications around each of the venues across all stakeholders, as multiple conversations were being had about different aspects of the Games. The head of department stepped in and took on this role, recruiting a small team to develop and implement a cross-stakeholder community engagement plan. The department also took the lead on pulling together comprehensive and integrated communications plans for the test event programme.

During the Games the department was responsible for delivering the domestic dignitary programme.



## Community Relations

The Community Relations department played a front-line role in delivering the social legacy promise of the Games in London. The work of this function, which began in the bid phase and continued throughout the hosting period, was also important in helping to ensure the enormous popular success and city-wide atmosphere at Games time. Key responsibilities were to help all Londoners maximise the benefits of hosting the Games; to support the work of the Media and Marketing teams by making people feel good about the Games; and to help build excitement and provide a mechanism to ensure the views of the public were considered in all Games decision-making processes.

The role was wide and varied, encompassing promotional events, speeches, engagement forums and detailed support for planning applications. The establishment of the London 2012 Forum, an engagement and advocacy forum, created a highly respected channel for London communities to raise issues and concerns and for LOCOG departments to discuss ideas and strategies.

The work done by the department in using volunteers from key London communities one day a week was significant. This team successfully negotiated with groups on employment, disability, legacy, volunteering, the Torch Relays, ticketing, mascots, education, culture, ceremonies and supplier opportunities.

The department took over the Olympic Park public tour operation from the ODA in the final year before the Games and managed the residents' helpline. During the Games themselves the helpline received a total of 400 calls. 371 of them (98 per cent) were handled and resolved in less than 24 hours.

The relationships and trust that this department built with communities in and around London were critical to the engagement of residents around all the Games venues. In their final report, the department said the highlights were the hundreds and thousands of tiny moments when they were able to change someone's mind or find a way for them to become directly involved in the Games.



## Editorial Services

Editorial Services (EDS) was a centralised service within the Communications department delivering content across print and online channels, publications (including translation for publications), film and photography, internal communications and public enquiries. It was responsible for ensuring content across all functional areas and other stakeholders was of good quality and provided internal and external messages consistent with the goals of LOCOG.

The department's aim was to produce timely, accurate and high-quality material that educated and informed key internal and external stakeholders. In addition, EDS managed more than 500 films and thousands of internal communication messages across the organisation's seven-year lifespan, and ran a number of internal events.

The department was responsible for establishing overall scope, identifying gaps and addressing them. As a result, EDS found that the most cost-effective and efficient option was to produce the vast majority of materials in-house. EDS's centralised in-house model and process of supplier engagement allowed great flexibility and clear communication with its partners.

EDS managed a roster of external suppliers – printers, design agencies, copywriters and photography/film production companies – and was responsible for producing all publications across the Organising Committee. A staggering 2,500 publications were produced, a third of which were printed.

The challenge set by the department to the Organising Committee was that all content should be communicated by non-print media unless there was a specific reason otherwise. Where EDS did decide to print, they aimed to minimise the environmental impact. Sustainability standards were printed on the back of every publication.



The decision to centralise all publications and all content proved highly successful. The EDS team oversaw all content for the organisation – regardless of whether it was for print or for use online, aimed at staff or an external audience, or a film or photography. The department also checked sponsor and partner content. This approach ensured there was consistent and accurate information across all communication channels in all functional areas.

Having staff from external partners and other functional areas embedded in the team proved to be a useful method of ensuring mutual understanding of intentions and requirements.

At Games time, EDS split in two. One team functioned as editors of the London 2012 website, the other team was responsible for writing, designing and producing the daily Olympic Village newspaper.

### Web and New Media

London 2012 embraced its status as the first fully digital and social Games, setting new benchmarks in reach, engagement and interaction. London 2012 engaged more than 130 million people directly, including 40 per cent of online Britons, across social media, email, web and apps.

In addition, many more people talked about the Games using social media: Twitter recorded 150 million Games-related tweets, Sina Weibo recorded three times as many messages, Facebook estimated that Games-related content attracted 100 million incremental 'likes', 431 million visits were made to london2012.com during the Games and 15 million people downloaded a London 2012 mobile app.

Every consumer transaction, including the purchase of tickets and merchandise, the Torch Relay nomination process and volunteering sign-up, was digital by default – digital communication was at the core of LOCOG's communications efforts. LOCOG's digital channels also delivered strong reach into younger audiences and across socio-economic groups – 20 per cent of web users and 50 per cent of social media followers were aged under 24, playing back to the core bid promise of connecting young people with sport.

431 million visits were made to london2012.com during the Games and 15 million people downloaded a London 2012 mobile app.



All of this was achieved in a highly dynamic digital landscape driven by the rapid adoption of broadband and the rise of social networks and smartphones, which all reached points of majority adoption in developed markets over the course of London's hosting period. The result was that LOCOG had to deliver public-facing digital communication and interaction in unprecedented ways, responding to a climate in which all consumer transactions had become digital by default; where a presence on social networks was all but obligatory; and in which a burgeoning mobile audience expected to be able to follow the Games on their touchscreen phones and tablets.

Prior to 2008 the focus was on creating a new media strategy in a world that did not include Twitter, delivering basic online tools to the business and building a strong and engaging website. Following the Beijing 2008 Games the department started engaging directly with the public through social media and virtual agent tools, and laying the foundations for a robust Games-time service that included creating highly innovative campaigns, developing mobile apps and delivering spectator-critical information as well as facilitating a whole range of online and social media tools to support ticketing, merchandising, the Torch Relays, festivals, volunteering, education and database marketing.

London 2012's true digital innovation lay in delivering digital communication on an unprecedented scale, resulting in unprecedented audience numbers, including:

- A 4.3 million email database, which required a dedicated management team.
- 431 million visits to london2012.com across both Games (60 per cent through mobile devices) from 112 million users.
- 15 million app downloads (66,000 people rang a digital bell on the popular Join In app to welcome the Games).
- 4.7 million social followers.
- Users from 201 territories.
- The most visited Games website in history, attracting 40 per cent of all online Britons (and 29 per cent of online New Zealanders, 19 per cent of online Canadians and 12 per cent of online Americans).



### Brand and Marketing

London's 2012 bid had a clear, strong narrative 'to inspire the next generation to choose sport'. It promised to use London's status as a global destination for youth and an international media hub, together with the UK's passion for sport, to deliver Games that enhanced and enriched the Olympic brand.

Maintaining that campaign approach was the key to the success of the marketing strategy and the operational support that it gave many crucial areas, including ticketing and volunteering. The delivery of the London 2012 story – and how it connected with the public – was constantly reviewed and, if necessary, revised to make sure that the Games had the greatest chance of setting commercial and other records.



### Games emblems

The brand and vision for the London 2012 Olympic Games and Paralympic Games was launched in London on 4 June 2007 by Seb Coe and a team of London 2012 ambassadors. It replaced London's 'candidate city' logo which was established in November 2003.

At the heart of the London 2012 brand was a bold Emblem. The Olympic Emblem was based on the number 2012 – the year of the Games – and included the Olympic Rings, one of the world's most recognised brands, and the word 'London' – the world's most diverse city. For the first time for a Host City, the Emblems for the Olympic Games and Paralympic Games were based on the same core shape, reflecting London's commitment to hosting a truly integrated Paralympic Games.



Devised as an integral part of our strategy to encourage access and participation, the Emblem was designed to be co-created and populated. The Emblem served as a window to present relevant content such as photography, illustration or art. This enabled commercial sponsors to demonstrate a real partnership by changing the colour or the inside of the Emblem to fit with their corporate colours or specific campaign.

Lines reach out from the shape and angles of the Emblem to create a dynamic geometry that formed the basis of all elements of design for artists, architects, sculptors and graphic designers. The lines represented our invitation to the world to join together and be inspired by the energy of the athletes competing at the Games.



The four original colours of the London 2012 identity – pink, blue, green and orange – were inspired by the worlds of media, communications and fashion. The colours were carefully chosen to communicate the spirit of the London 2012 Games: energetic, spirited, bright and youthful.

### Research and relationships

London 2012's market research was the greatest ever undertaken for a project in the UK. LOCOG was driven by an evidence-based approach, and the extensive market research undertaken over the entire seven-year Games cycle provided the data that drove numerous decisions.

The appointment and scope of work of the research partner, in 2009, was a crucial, early strategy decision. It was the first time that any OCOG has had an official market research services supplier. The almost daily detailed research reports that were generated, alongside and under the supervision of an in-house team, informed all marketing decisions.

In addition, such detailed and valuable information allowed LOCOG to innovate – for example, the creation of the powerful Local Leaders initiative. This was a way of using the enthusiasm and passion of some of those who volunteered but didn't get an official Games Maker role. More than 20,000 people were recruited to be ambassadors in their own community for all Games-related activity. They were the catalysts who helped to stoke enthusiasm in communities throughout the UK. With more time and strategic thinking, Local Leaders could become as important to each OCOG as Games-time volunteers.

In the same way that detailed market research was the key to marketing strategy, a central Customer Relationship Management (CRM) system was the engine to drive all marketing communication. With the shift to digital communications, the need for a single, integrated contact database is more important than ever. Getting the CRM system right from the start enabled the most efficient and useful support for almost every single functional area.

London 2012 used CRM systems to recruit volunteers, sign up schools for the education programme, sell tickets and more. The more integrated the system, and the earlier it is put in place, the better. As the Games drew nearer, CRM also became a key component in driving public engagement and excitement. In 2012, every couple of weeks, LOCOG sent five million people an update on the Games, distributing information and generating excitement as the seven-year countdown reached its climax.

### Mascots

The London 2012 mascots may have had names steeped in tradition, but they were designed for the digital generation to help the world's youth engage with sport, and to support London 2012's core vision to inspire young people. Wenlock (named after a small English village visited by Pierre de Coubertin) and Mandeville (named after the spiritual birthplace of the Paralympic Movement) were the first digital mascots for the Games.

Their striking visual design made them more attractive to children. Acclaimed children's author Michael Morpurgo (best known for 'War Horse') was brought in to create an entertaining back story. Films and online activity brought them alive for the younger audience. The mascots helped educate and entertain a new generation using the past and present of the Olympic and Paralympic Movements, so helping to strengthen their futures.







## Nations and Regions

The Nations and Regions Group (NRG) was established jointly with the Government Olympic Executive to extend the scope of London 2012 beyond London and beyond the duration of the Olympic and Paralympic Games themselves. The NRG's objective was to ensure that London 2012 was more than just a London Games, and that it left lasting benefits throughout the UK.

The chief role of the NRG was initially in an advisory capacity to other functional areas, identifying ways in which they could broaden their scope beyond London.



The strategy was defined during the bid preparation, when representatives from London, Scotland, Wales, Northern Ireland and eight English regions were charged with compiling ideas for maximising the effect of the Games in their own region. Their ideas were then pooled to form a mechanism for engaging key stakeholders in delivering those initiatives, which included sport, education, culture, health, business and tourism.

Certain factors were crucial in making this mechanism effective. Number one was leadership and communication. For stakeholders like local authorities and sponsors to commit time and money to Games-inspired activities, they needed to see endorsement from credible, respected figures within LOCOG. To this end, regular executive visits to the nations and regions were invaluable in breeding confidence and enthusiasm. In addition, each member of the LOCOG Board was 'twinning' with one of the 12 nations and regions, so that each had a Board member taking a special interest in its activities.

Inspiring public support was crucial to the success of London 2012 on the wider scale, and the NRG played a significant role in the success of several initiatives (as covered elsewhere in this report). Key areas of input were the Torch Relays, Cultural Olympiad, the volunteer programme and education.

Using the Games to encourage participation in sport throughout the UK was one of the London 2012 objectives. In addition to the Inspire projects, the NRG was able to tap into the Pre-Games Training Camps to get athletes from different nations to engage with local people and bring inspiration into schools, clubs and other forums where it could make a real difference.

Of the 12 nations and regions, all but three were hosts to Games venues. This created an opportunity not only for further public engagement – 'bringing the Games to you' – but also for maximising the economic potential beyond London, through tourism and other commercial ventures. The London 2012 Business Network was set up to deliver opportunities to enterprises throughout the UK, while a website, [tourism2012games.org](http://tourism2012games.org), was launched to publicise key dates and milestones, and to offer advice on how to make the most of tourism opportunities surrounding the Games.

Research showed that London 2012 succeeded in engaging the domestic audience more successfully than any previous Games. Thanks to the framework put in place by the NRG, all the nations and regions of the UK will continue to enjoy the fruits of the social, sporting and economic initiatives inspired by the Games.



## Inspire

LOCOG was the first Organising Committee to run a scheme like Inspire, which aimed to give everyone a chance to be part of the London 2012 Games.

The programme awarded the Inspire mark to exceptional, non-commercial projects as an acknowledgment of the role they played in extending the values of the Olympic and Paralympic Movement to communities across the UK. The mark acted as a promotional tool, allowing the project to connect with the Games and reach out to new audiences. It is the first time that any form of Olympic or Paralympic branding has been shared with non-commercial organisations – a real innovation.

A team of 12 Inspire Programmers – one based in each nation and region of the UK – identified and nurtured potential projects. A central board comprising representatives from several LOCOG teams met weekly to review applications. Successful applications received a welcome pack, media pack and licence agreement.

Following the launch of Inspire in 2008, 2,713 amazing projects were developed. All were inspired by London 2012 and created opportunities for more than 10 million people to feel part of the Games and become involved in activity spanning the worlds of sport, education, culture, volunteering, sustainability and business.

Research showed that 84 per cent of projects gained greater profile by being part of the programme, nine in 10 project managers will consider running a similar future programme and 80 per cent of projects will continue after the Games – evidence that the legacy is already underway. In addition, a 'Wall of Inspiration' was created: a large plaque permanently housed in the Copper Box that will be on show when the venue reopens to the local community.



## Education

Education was central to the vision of inspiring young people all round the world through the power of the Games. It was responsible for creating a structure that could optimise the opportunities to reach young people, and increase the size of the education footprint. Education also became the functional area responsible for managing the International Inspiration programme (covered later in this report).

The education strategy was built around the Get Set programme, which gave schools the tools to integrate the Games values into their own activities. By offering exciting Games-related stimuli such as films, puzzles and games, as well as opportunities to receive visits from the mascots and athletes, LOCOG enabled schools to engage with the Games in whatever way they chose.

On top of Get Set were built three further levels of activity: the Get Set network, which invited schools to offer feedback about their activities via the website, in return for which they were given a plaque, branding and priority status for mascot and athlete visits, and tickets; Get Set goes global, which covered international activities; and Get Set plus, which provided a coordinated structure for commercial stakeholders to deliver their contribution to Games-inspired education.

Get Set has inspired a widespread change in attitudes towards disability, education and the Games themselves, bringing in a much higher level of engagement among young people.

The establishment of a Youth Panel was an innovation that ensured a youth perspective throughout LOCOG. The panel comprised people aged between 17 and 24 who were consulted on every aspect of Games delivery. Two members of that panel sat on the Diversity and Inclusion Board.

Within the six east London Host Boroughs, virtually every school took part in Get Set. They were joined by more than 85 per cent of the schools in the UK. Of those 25,000 schools, 18,000 took the time to communicate their activities via the Get Set network.

Overall, London 2012's education programme succeeded in delivering the vision of inspiring young people in the UK and around the world, changing attitudes, encouraging education, inspiring participation in sport, and promoting young people's interest and engagement in the Games. Thanks to the structure put in place, it was able to do this unhindered by a change in Government, and in a way that will continue to inspire change and enhance lives for years to come.



## Ceremonies

The locally and globally important Opening and Closing Ceremonies provide the historical moments which help determine how a Host City and its Games are remembered. London's highly acclaimed Opening Ceremony – which included a combination of iconic and globally familiar artists, performers, sets, cultural segments and moments that excited and engaged British and international audiences and viewers alike – set the tone for the celebration of sport and culture that followed; the Closing Ceremony was the exclamation mark that concluded 17 incredible days of competition and friendship.

London 2012 was determined to stage ceremonies that celebrated the UK's contributions to the world and that also delivered innovation in the events themselves. At the same time, the aim was to celebrate the athletes and contribute to the development and profile of the Olympic Movement while observing the protocols of the International Olympic Committee.

All of this was done on a budget that reflected the fact that no matter how significant these set-piece shows are, they have to deliver value for money as much as entertainment and spectacle.

London 2012 united all ceremonies – Opening and Closing, Medal and Welcome, as well as Torch Relays – in one department. This brought a coherence, consistency and efficiency to the creative and operational approach across both Olympic and Paralympic Games.

Following the Handover Ceremony in Beijing, a new approach and emphasis was brought to ceremonies. The strategy was to recruit the best British artistic and creative talent who had never worked on a Games before, and surround them with a highly experienced production team who had.

Hiring renowned talent, such as the Oscar-winning film directors Danny Boyle and Stephen Daldry, brought a fresh perspective to the creative elements of the show. It guaranteed that there would be a true British feel to the ceremonies. It also brought a sense of reassurance to public and stakeholders alike.

Rather than produce the ceremonies in-house or sub-contract everything to an external agency, London 2012 set up a new, joint venture, arms-length production company with an existing agency. This allowed rapid decision making, effective budget management and strong, central creative control.

London 2012 benefited from having a dedicated base to house the entire Ceremonies team within 10 minutes' walk of the Olympic Park and Olympic Stadium. It also enjoyed having a strong pool of experienced domestic and international creative talent available.

LOCOG reached an agreement with OBS to share the filming elements of the Opening Ceremony to enable the LOCOG Ceremonies team to control the images of the creative aspects of the ceremony. This model resulted in both successes and challenges.



### Olympic Torch Relay

The Olympic Torch Relay successfully set the tone for the UK-wide celebrations of London 2012. In an 8,000-mile journey, taking in more than 1,000 communities, the Torch came within a 10-minute journey of more than 95 per cent of the UK population. The route was a key element in delivering on the bid promise to extend the reach of the Games beyond London to the whole of the UK.

The Relay also delivered on London 2012's commitment to engage and inspire young people. The strategic starting point was that the majority of Torchbearers would be young people aged between 12 and 24. The same focus on young people was applied in every area. For example, most of the Torch collection points were schools or community sports halls; each evening celebration featured young people taking part on stage.

The power of the Torch Relay was amplified by the fact that the overwhelming majority of Torchbearers were members of the public, chosen because of their inspirational stories. Ninety per cent of the 8,000 Torchbearers were chosen after being nominated for their 'personal best' story, which were tied directly to the London 2012 vision. The success of this process can be gauged by the fact that there were 40 nominations for every Torchbearer place.

London 2012's Torch Relay was delivered by a 40-strong in-house team, supported by agencies, rather the usual model of being completely outsourced to a single partner. As a result, LOCOG was able to maintain a bespoke approach, localised to the UK market and strategically strongly themed. External agencies were then freed to work specifically on sponsor activation of the Relay.





Route planning began in 2008, and took two-and-a-half years as the process was deliberately consultative. The Torch Relay team met every single local authority in the UK, explained the purpose of the Relay and asked any interested council to follow up by inviting the Relay to their locality.

The route began at mainland Britain's most westerly point, Land's End, and included other landmark visits to Loch Ness, Mount Snowdon and the Giant's Causeway. In addition, the route included a highly symbolic visit to the Republic of Ireland, taking the Torch's message of peace and unity beyond the borders of the UK.

Torch design also began early – at least three years before the Games. The design was successful, both visually and practically – for example, by being light enough to be comfortable for the younger Torchbearers. It also aimed to set new standards of sustainability, with all materials used in the Torches recycled and a carbon offsetting programme.

The Host Broadcaster, BBC, provided very high levels of support, including unprecedented online coverage of the Torch Relay. This included, for the first time, live streaming of every moment of the Relay and supporting information on the 'personal best' story of each of the Torchbearers.

The final week provided a memorable finale to the Relay, visiting the six east London Host Boroughs before travelling through every single borough of the city. The last 24 hours saw the Torch taken off the road, and moved on to the River Thames so that the Flame completed its journey to the Olympic Stadium on water – which prevented any possible congestion on the road.

More than 15 million people lined the streets of the UK to see the Olympic Flame and support the amazing local heroes who were nominated as Torchbearers.

The climax of the Relay was true to the London 2012 vision. Five-times Olympic champion Sir Steve Redgrave brought the Flame into the Stadium – and then handed it to seven young athletes, who lit the Cauldron on behalf of the next generation. More than seven years after London promised to inspire the youth of the world, London 2012's Torch Relay delivered an event which helped to do just that.







### Cultural Olympiad and London 2012 Festival

Given London's rich artistic and creative history, the London 2012 Cultural Olympiad shared the same qualities as the Games, especially in terms of diversity, inclusion and world-class performance.

When London won the right to host the Games, the bid team promised that this once-in-a-lifetime event would include a superb cultural programme that reflected the importance of culture and education as pillars of Olympism. A successful cultural programme also adds to the Games-time atmosphere and can form a key part of delivering long-term legacy through tourism.



The four-year Cultural Olympiad officially began in 2008, at the end of the Beijing Games. Strategic planning for the climax, in the summer of 2012, began in 2009 with the formation of the Cultural Olympiad Board, which was an official committee of LOCOG. Made up of many leading figures in the arts world, it brought together expertise, excellence and sources of funding in one place.

Under its leadership, four key strategic decisions were made. First, that the cultural festivities should be national, with as wide a geographical spread as possible. A network of regional programmers was established, and delivered arts events in which more than 19.8 million people took part.

Second, it was decided that the Cultural Olympiad would climax with the UK-wide London 2012 Festival – the largest ever arts festival held in the UK. Staged over three months at more than 900 venues, it featured 12,000 events and 25,000 artists.



The third and possibly most important strategic decision was that one of the key strands of the Cultural Olympiad would feature disabled artists. This 'Unlimited' strand, with a budget of more than £4m, was the largest ever commissioning of deaf and other disabled artists. It was completely integrated into the entire Festival, rather than being Paralympic-only.

Finally, the London 2012 Festival was designed to showcase art in places where it would not normally be found, including iconic heritage sites, and promote them to a worldwide audience. There was a clear desire for the highlights of the summer of 2012 to include memorable cultural moments as well as sporting ones.

The fact that the London 2012 Festival was truly national, and ran continuously from one month before the Olympic Games Opening Ceremony to the end of the Paralympic Games, meant that it achieved two important aims: to help to build excitement and momentum before the Games, and to help maintain that energy in the gap between the Olympic and Paralympic Games.

Overall, the Cultural Olympiad delivered strongly to the London 2012 vision of inspiring youth. More than 500,000 people signed up to the London 2012 Festival website.

The Cultural Olympiad also delivered legacy, both physical and social. There were some new artworks, such as Turner Prize-winning sculptor Rachel Whiteread's frieze at the historic Whitechapel Gallery. And a new generation of artists was nurtured by the Create programme, in which east London artists trained local young people. From 2013 onwards, Create will continue as a charity, training young talent in the creative industries.

**More than 19.5 million  
people joined in the  
London 2012 Festival.**



## Live Sites

The excitement and spectacle of London 2012 was broadcast throughout the entire UK thanks to an unprecedented network of Live Sites. LOCOG, working with key partners in the BBC and local councils throughout the UK, delivered more than 70 sites that offered a greater amount of content on big screens, audience and sponsor activation than ever before.

As well as the LOCOG-driven network, additional Live Sites in London welcomed hundreds of thousands of visitors. See the next section of this report for more details.

In particular, the network helped to achieve two particular aspects of the London 2012 vision. First, in helping to make the Games a truly national event, with screens in almost every major city in the UK, each of which became the focus of local celebrations. Second, in leaving a long-term legacy, with almost one-third becoming permanent city centre celebration sites.

The network was originally conceived as being a perfect way to transmit the Games nationwide while stimulating urban centres by encouraging public spaces to become the focal points for community activity. At the same time, with no specific bid promise, a limited brief from the IOC Technical Manual and no dedicated budget, the scale and success of the network did evolve as extra funding and partnerships were secured.

Thanks to the successful tripartite approach – of the BBC, which already had the foundations of some sites in place, local authorities and LOCOG – 30 councils had signed up to host Live Sites by the time of the Handover Ceremony in 2008. By 2012, the network was made up of 22 permanent sites, almost 20 venue-specific temporary sites and 31 community temporary sites.

In an extended Games-focused operational period, from 1 May to 30 September, the sites were broadcasting 16 hours a day as well as linking to key elements of the Games, such as the Torch Relay. Indeed, LOCOG invested in the latest live streaming technology so that images from the Relay could be relayed and rebroadcast via the BBC's main hub. Each site streamed the Relay as it passed through its region.

In addition, the interactive content and sponsor activity made the sites memorable live events, rather than just locations for giant screens. Additional information, commentary and text were added to the images to engage audiences. At the same time, certain sponsors took full advantage of the live audience to bring 'experiential marketing' campaigns to the sites.

London 2012 delivered an ambitious, broad and successful network of celebration sites. Future OCOGs, working very closely with the IOC, will need to consider the correct level of service to match what are rising public expectations for this sort of initiative, which could be considered a core Games deliverable. Such a considered approach will help to ensure that there is sufficient budget, human resource and time in place to deliver to the highest standards and gain the greatest returns.

# Section 4

London as a Host City

# Section 4

## London as a Host City

### Introduction

Staging the Games in London – one of the world’s most culturally diverse and vibrant cities, and a global destination for the performing arts, fashion, media, finance and young people – created a magical and memorable experience for everyone, and generated unprecedented worldwide attention and interest in sport and the Olympic Movement.

As home to communities, families, faith groups, students and young people from 200 countries and territories from every continent, and with extensive historic and contemporary links to communities across the world, London created a truly global atmosphere for the Games.

London’s Games environment reflected the universal dimensions of the Olympic Movement, and connected the Host City to communities around the world, prompting one of the biggest celebrations of sport and human achievement ever staged.

London’s landmarks, cultures and the British passion for sport produced an electrifying atmosphere in the city and beyond, and in all Games venues, which were filled with record crowds, colour, excitement and the joy of sport.



Athlete-led celebrations started in London's iconic venues and spread to Live Sites, spectator zones, public squares and spaces, with community celebrations across London and the UK connecting to almost every city on the planet.

For many people, especially young people, a large part of the Olympic Games-time experience involves events and activities outside the competition venues, particularly those in and around the Host City. London delivered an exciting programme of city activities, encompassing concerts, exhibitions, hospitality events and much more.

London's waterways, lidos, parklands and other public locations were filled with innovative productions and performances that spanned the full spectrum of opera, ballet, classical and modern music, sound and video installations, urban art and light shows in honour of the Games, the athletes and the global community.

City officials worked with LOCOG to capitalise on some of London's greatest assets: using iconic landmarks as sites for Olympic festivals, celebrations and sport; bringing the Games to the people and to neighbourhoods and boroughs in the heart of the city; and creating new ways to experience Olympic sport, art and culture.

The blending of London's landmark settings, venues and locations with Games-time events, services and schedules required extensive, long-term operational planning and communication with businesses, residents, stakeholders and service providers to ensure traffic management, energy supplies, medical services, security, transport and other essential services could continue to operate efficiently while mindful of the additional crowds and Games overlay.

More than £6bn was invested in upgrades to the transport network, including improved accessibility, new lines, bigger stations and extra services to help meet the demands of Games spectators and visitors, and to benefit Londoners and visitors for years to come.

Some of London's best-loved historic and contemporary landmarks, architecture, performing arts institutions, concert halls, Royal Parks, world heritage sites, theatres, museums and world-famous sporting venues were transformed into Games-time venues, settings and backdrops.

These included Horse Guards Parade, Hyde Park, Wimbledon, Wembley Stadium, Buckingham Palace and the Houses of Parliament, which enhanced the grandeur, spectacle and experience of the Games and created an electrifying atmosphere, as promised.

London sparkled with a distinctive Olympic Look; with full venues and a cultural diversity that supported participants across the Olympic Movement, and provided a brilliant atmosphere and uplifting sports and cultural experience.

The Olympic Games and spirit touched all of London, and immersed the capital in the Olympic colours and symbols, which adorned several of the city's most famous structures – from giant Olympic Rings on Tower Bridge and at St Pancras International station to floating Rings on the River Thames.

The city's landmarks served as dramatic settings and backdrops for sport and for the Torch Relay, ceremonies and the London 2012 Festival, providing broadcasters with iconic images of sport and human spirit that captured the attention and imagination of audiences everywhere.

### Transport

Integrating a Games-time transport service into a city as large and densely populated as London was a key challenge for London 2012. It involved 1,300 buses and 4,500 cars serving nearly 300 venues (including hotels, training venues, and so on).

The promise to provide free transport to all client groups had to be balanced with the constraints of London's busy transport network. The solution lay in encouraging greater use of public transport than at any previous Games, which in turn meant convincing client groups who were not used to using public transport at home. While private transport was provided for Tiers 1-3, free travelcards were issued that encouraged clients to discover the advantages of public transport in London – namely, speed and flexibility.





In planning transport for the Games, the priority was assessing what was achievable within the existing transport system, then working out how client expectations could be accommodated. A considerable achievement was pulling together the various distinct transport organisations, which historically operated independently of each other, and getting them to work together in a coordinated, cooperative team structure. The advances made in this respect have been groundbreaking and should provide a lasting benefit to the UK's transport network after the Games.

Considerable improvements were made to London's transport infrastructure as a result of the Games, including the complete remodelling of Stratford station, additional rolling stock and structure for the Docklands Light Railway and the Jubilee Line upgrade, all of which have brought vastly improved transport connections to the east of London.

Many advances in accessibility have also been made and, while there is always room for improvement, London now has undoubtedly the most accessible transport system in the world.

A deal with BMW to provide private cars was made early in the project. This gave both parties time to focus on environmental impact, with the result that the BMW fleet had a CO<sub>2</sub> emissions rating of just 116g/km, a significant step forward in making the Games more sustainable.

BMW also brought forward the production of its latest electric cars to be ready for the Games, changing the production line in Germany to have the cars made a year earlier than scheduled. Private funding was secured to provide charging stations for these vehicles.

The recruitment and training of volunteer drivers, who had to adapt to the challenges of an Olympic Route Network that changed on a daily basis, has left those drivers with a valuable skill post-Games.

Due to its inherent mobility, Transport inevitably faced a constantly changing set of requirements right up to and during Games time. Where unforeseen problems arose, Transport became the default solution and, therefore, a very flexible attitude had to be adopted and contingencies prepared.

The changing Olympic Route Network was a good example. Rather than having one fixed route to venues, plans were made to alter routes to accommodate Road Races, for example. The Network was also scaled down wherever possible in order to minimise the impact on the existing transport network, for example after the Tennis competition at Wimbledon.

A total of 1.4 million spectators used park-and-ride facilities, bus and coach services, and walking and cycling routes during the Olympic and Paralympic Games. More than 100,000 spectators made use of accessible bus shuttles linking railway stations and other transport hubs with venues – a system designed for disabled people and others with mobility needs.

Surveys showed that 83 per cent of spectators questioned rated their experience of getting home after attending an event during the Games as 'extremely good', including 86 per cent for spectators at the Olympic Stadium. For venues outside London, marks were even higher: Eton Dorney and Hadleigh Farm scored 89 per cent.

Seventy-four per cent of spectators judged the ease and efficiency of public transport around London during the Games as 'extremely good'.

### Security

Creating a safe environment for the Games was crucial to enabling an atmosphere of celebration in the Host City. This was a particular challenge in London, where the threat level was greater than for any previous host.

LOCOG's security strategy in this climate was risk-based and intelligence-led, moving away from a one-size-fits-all approach to Games security with the understanding that different venues present different levels of threat.

A 'designing-in security' concept was introduced for the first time in London, with anti-terror and anti-crime measures incorporated in venue plans from the outset. This not only helped enhance confidence at Games time, but will also benefit future residents of the area. Anti-crime lighting, walkways and securely designed apartments, for example, all played a part in the regeneration story.

LOCOG delivered its three core bid promises relating to the Games security approach.

First, to provide effective and discreet Games-time security services. Visitors to the Olympic Park and other venues were screened only once at the perimeter of the site.

Second, to be cohesive and coordinated. Robust structures were developed to manage the scale of the policing effort, which brought together forces from across the UK. A key success factor was agreeing roles and responsibilities early in the planning process. Integration with external law enforcement agencies was established from the start.



# Basic security training was provided to every member of the Games workforce, including the 70,000 Games Makers.

Third, to integrate security into every aspect of Games planning. LOCOG's Security directorate worked with functional areas across the organisation to ensure security measures were implemented in everything from the design and distribution of tickets to catering, cleaning and, especially, Games-time logistics.

For the first time, basic security training was provided to every member of the Games workforce, including the 70,000 Games Makers. Likewise, LOCOG broke new ground in introducing monthly security meetings with commercial partners.

LOCOG faced a well-publicised challenge with the failure of its commercial partner to recruit the contracted quantity of Games-time security guards. Nevertheless, robust contingency measures and the friendliness and professionalism of the UK armed forces ultimately ensured that the security operation was among the big successes of London 2012.

## Last mile

The last mile – from transport hubs to venues – became a defining element of the spectator experience in London and was a significant factor in generating the special atmosphere and character of the London crowds. Images of stewards with giant pink foam hands entertaining people in a range of unique styles featured prominently in all forms of media coverage and became an enduring memory for many Games spectators, particularly the youngest groups.

The key to this success was to treat the last mile as much from a customer journey as a crowd safety perspective. The test event programme helped identify a classic 'win-win' scenario, whereby the more fun you make the experience, the more compliant the crowd's behaviour. Likewise the more information you provide, the less agitated people tend to feel.

The last mile team therefore adopted a 'first hello, last goodbye' philosophy with an approach that focused on being safe; entertaining; and always providing useful information to the crowds emerging from and returning to the transport hubs.

This considered and successful approach was made possible by the early start to last mile planning, which necessarily involved a high degree of inter-agency collaboration. While LOCOG technically held no jurisdiction outside the Games venues, it recognised the importance of the last mile and played a key role in forming unprecedented collaborative agreements with Transport for London (TfL), police and the relevant local authorities.



This process established that LOCOG was best placed to act as the key last mile coordinator for the majority of Games venues, including the Olympic Park. The exceptions were the central London sites, where TfL took the lead, Weymouth and Portland and the regional Football stadia, where the experience of the local authorities placed them in the strongest position.

Customer service and personality were the key criteria in the recruitment and training of stewards, of whom half were paid and half volunteers. Crucially, a decision was taken to recruit the last mile team locally, which offered a number of advantages, including:

- Ensuring stewards had the detailed local knowledge to respond to specific requests.
- Ensuring that these ‘faces of the Games’ accurately reflected the diversity of the host communities.
- Contributing to the long-term social and economic benefits of the Games by providing transferable skills to the last mile team, of whom:
  - 43 per cent were previously unemployed
  - 56 per cent were from the six east London Host Boroughs
  - 62 per cent were under the age of 30
  - 65 per cent were from ethnic minority groups

The involvement of ‘real Londoners’ in performing these roles also helped subvert expectations of a cold and unfriendly city – something acknowledged by many international and regional visitors, as well as among Londoners themselves.

In fact, the warmth, personality and performance skills of the last mile team became a media story itself. By day four of the Games, a video taken by a spectator had received 1.7m hits on YouTube, triggering a spirit of competition among the team that helped spur the level of creativity to ever greater heights, as umpire chairs, foam ‘signposting’ hands and loudhailers were turned into props for all kinds of street theatre. For spectators, the last mile became a pure experience – and an interactive one that helped warm up the crowds ahead of the competitions.

The London 2012 last mile programme has contributed to inspiring lasting change in the UK events industry, creating a precedent for a collaborative, coordinated approach where arrangements had always previously been local and ad hoc.

The LOCOG last mile programme also demonstrated the power of volunteers to the industry – and showed how emphasis on the last mile can help improve customer experience and retention.

### Integrated working with stakeholders

Stakeholder Relations took responsibility for compiling the content for the regular IOC and IPC project reviews and facilitating the necessary communications, as well as managing the relationships with and between all the key delivery partners. This entailed managing the schedule, risks and issues, initially for LOCOG then, from G-18 months, for the entire London 2012 programme.

The decision to merge Project and Planning Management (PPM) for LOCOG and the overall London 2012 programme was key. The mantra was 'making sure the right people are in the right room at the right time to discuss the right issues in order to get a decision'.

The necessary relationships between LOCOG and Government matured with time. By embedding Government personnel within the LOCOG, a culture of trust and communication between the key delivery partners was created.

A major challenge was to translate the mass of paperwork generated in the early stages of planning into something meaningful. The commitments register for the whole programme comprised 2,000 significant commitments. This volume of information needed to be presented in a form that senior people could easily comprehend and respond to, and then fit into a system that maintained this level of clarity and ensured those responses were recorded, tracked and acted upon.

The strategy was to move the focus away from process onto risks and issues and allow Games Operations to operate semi-autonomously due to their focus on operational models rather than planning. What are the key risks and issues? What action is currently going on or needs to happen? And who owns it? All this information was then presented on one-page documents, which formed the agendas for all the meetings of senior personnel in LOCOG and Government.

Another important consequence of merging the PPM for LOCOG and London 2012 was raising awareness among clients of who all the client groups were and why they were important. Prior to this happening there had been a 'silo' mentality within the organisation, which needed to be broken down in order to enable the integrated planning approach we wanted to deliver the Games as effectively as possible.

The PPM function played an essential role in establishing an integrated plan across all stakeholders and establishing the good relationships with Government, the IOC and IPC necessary to see the programme through to a successful conclusion. It required experienced staff led by someone trusted within Government and, with the benefit of hindsight, it should in future be positioned as close to the Chief Executive Officer as possible.

Another suggestion that would help to update and improve the IOC Master Schedule is that outgoing OCOGs should attend the next meeting of the central planning teams of future OCOGs and conduct specific workshops. Having just delivered a Games, this is the time when their expertise would add most value.

A final benefit of the integrated PPM structure was that it enabled us to take an active interest in the economic legacy of London 2012. Among the questions we were able to ask and place on the Prime Minister's agenda were: 'Who is looking after the economic legacy at Games time? Are the relevant Government offices doing enough? How is it coming together?' By straddling Government and Organising Committee we were able to ensure that major issues like this were brought into the central plan.

The PPM function played an essential role in establishing an integrated plan across all stakeholders.



### London Live Sites

In addition to the LOCOG-driven network of Live Sites described in the previous section of this report, several additional key Live Sites in London welcomed hundreds of thousands of people for set-piece events. These sites – in Hyde Park and Victoria Park for the Olympic Games, and Trafalgar Square for the Paralympic Games – were delivered by the Greater London Authority, with the support of headline sponsor BT, one of LOCOG's Tier 1 partners.

### City Look

In October 2010 LOCOG offered every UK nation and region the opportunity to dress their local area. This was the first time a host nation looked beyond the venue cities to implement a unified Look across every nation and region. The cost of this programme was provided for in the Government funding package.

An online Look Book was created by sports event branding specialist ICON to facilitate and manage the demand and supply of orders and bespoke requests from more than 200 local authorities. Items supplied included:

- 6,780 London 2012 flags
- Enough bunting to stretch from the Olympic Stadium to Barcelona (1137.67km) or to cover 30 marathon routes
- 15,701 lamppost banners for 46 councils across England, Scotland, Northern Ireland and Wales
- More than 1,000 sq m of bunting for UK streets

LOCOG also designed and produced London 2012 community celebration packs comprising flags, banners and bunting, enabling community and voluntary groups to come together and show their support for the Games.

To add to the Look we also worked with private businesses, local authorities, the Government Olympic Executive and the Greater London Authority (GLA) on the biggest ever UK-wide programme of iconic 'spectaculars' (25 installed in total), the scale of which has been described as unprecedented by the IOC and IPC.

The GLA's Mayor of London Presents programme was designed to showcase the city through a range of cultural events and attractions, many co-commissioned with the London 2012 Festival. The programme included 83 official Wenlock and Mandeville sculptures positioned at some of London's most visited locations. Each sculpture was designed to capture an iconic element of London life – including a Beefeater, a giant red telephone box and a replica of Big Ben. The two-metre tall figures were part of Stroll, a set of discovery trails which aimed to encourage Londoners and visitors alike to explore the city on foot.





Panasonic



# Section 5

Enabling legacy

# Section 5

## Enabling legacy

### Introduction

The London 2012 Games have set the foundations for long-term change in the Host City and communities around the UK, heralding a new era for the Games as the catalyst for sustainable, positive, local and international social, economic and community change and cooperation.

London 2012's dual focus on delivering a spectacular Games-time experience and working with key stakeholders, partners and others to help deliver legacy benefits in parallel with Games preparations has already generated some of the most far-reaching community changes ever secured from hosting the Games.

National, city and local government departments and agencies have used the Games to address priority social, economic, youth and sporting concerns, bringing about widespread, positive community change. This includes an increase in employment, skills training, economic and cultural activity.

This approach has helped to chart a new course for the Games in the 21st century, based on the Olympic Movement's focus on sustainability, youth and community legacy, stemming from the landmark Games Study Commission Report.

The investment made in legacy planning for the London 2012 Games – 75 pence in every pound of the Games-related £9.3bn budget was spent on legacy – is leaving far-reaching benefits for London, the UK and beyond and has touched millions of lives.

The construction of the Olympic Park, centrepiece of the London 2012 Games, has been the catalyst for the single biggest transformation in London for more than a century. It provides a future for some of the poorest boroughs in the UK that are located around the site. New, affordable homes, schools, a community medical centre, better transport connections and Europe's largest retail development are all leading to more jobs and other significant social and economic benefits. The changes will underpin economic activity in one of the most under-developed areas in the capital for decades to come.

Games-related capital programmes and budgets have acted as an economic stimulus and helped to protect hundreds of companies and workers across the UK from the full impact of the global recession, pumping more than £7bn of Games-related contracts back into the economy.

In addition, London 2012 introduced a revolutionary new approach to Games sustainability. This included setting standards across key social, commercial and environmental sectors, such as sustainable construction and event management; and delivering low carbon, zero waste Games that protect the natural environment and resources, and promote social inclusion and healthy living.

This approach extended to our innovative combination of new, world-class Olympic Park venues, extensive use of existing, iconic venues and settings outside the Park, and temporary structures where appropriate. We only built what the communities of London can use and afford long after the Games are over. It is a strategy to deliver excellence without extravagance.



The Olympic Stadium is the lightest, most sustainable and most adaptable ever constructed.

The Olympic Stadium is the lightest, most sustainable and most adaptable ever constructed, showing how the Games can respond to important community priorities such as sustainability. The athletics track will be retained after the Games, as promised, providing future inspiration and a landmark venue for young people and athletes at all levels, and ensuring a long-term legacy for the foundation Olympic sport that includes staging the IAAF World Championships in 2017.

We are proud that our Olympic Park, Olympic Village and venues will be accessible to elite athletes and community groups from all backgrounds for decades to come, and will be an inspiration for future generations.

This process of change and inspiration has been driven by the timeless Olympic and Paralympic values of friendship, excellence, respect, courage, determination, inspiration and equality. These values were integrated into our Get Set education programme, and applied in sport, culture, art and community settings and events that involved millions of young people across the UK in activities designed to inspire and to help them deal with issues relevant to their lives. These included gang culture, bullying, social isolation, changing attitudes to disability, promoting healthy lifestyles and community participation. The Get Set programme also included activities to develop young people's skills and raise their aspirations through links to the London 2012 Games.

Our vision to inspire young people is also manifest in the International Inspiration programme, the first global sports development and legacy programme delivered by an Olympic Host City. It has taught sport, education and life skills to more than 12 million children and young people from all cultures, backgrounds and levels of ability in 20 countries, from Azerbaijan to Zambia.

International Inspiration reflects the inspiration and legacy of London 2012 and goes to the heart of our vision to maximise the power of sport and the Olympic Movement as a catalyst for hope and inspiration for people everywhere.

The Games, encouragingly, have for the first time been the catalyst for greater interest and participation in sport.





Since London won the bid in 2005, the number of people playing sport once a week has grown by 1.3 million to more than 15 million, while against all measures sport participation has also gone up in all UK regions.

More than 900 sport-specific projects in communities across every nation and region are developing sport participation and physical activity schemes for people of all ages.

These results demonstrate the power of the Olympic Games and the Olympic Movement to drive change and improvements locally as well as internationally. They send a message to young people that sport can create hope in many kinds of situations.

Finally, as the first city to host the Games on three occasions, London 2012 has charted new ways forward for future Games. Innovations included shorter, sharper sport sessions, new ticket allocation and in-venue seating arrangements, and multimedia sport presentation formats that delivered memorable and inspiring sporting occasions to enhance the experience for athletes, spectators and viewers everywhere.

### **A new community in east London**

The London Legacy Development Corporation has been established under the Mayor of London as the public sector, not-for-profit organisation responsible for the long-term planning, development, management and maintenance of the Olympic Park and its facilities after the London 2012 Games.

It has been tasked with transforming and integrating one of the most challenged areas in the UK into world-class, sustainable and thriving neighbourhoods. This will create a new quarter of the city in east London – an inclusive community, a thriving business zone and a must-see destination where people will choose to live, work and play, and return time and time again.

The construction work for legacy is already underway and is expected to take up to 18 months to complete. From October 2012 the Park is being transformed from an Olympic site into a brand new piece of the city, right in the heart of London's East End. By spring 2014, the 226-hectare Olympic Park will become an exciting new visitor destination and community park, unlike any other in the UK.

The work has been structured into phases so that sections of the Queen Elizabeth Olympic Park will be open to the public from summer 2013.



### Database legacy

More than five million people were part of the London 2012 database, either through buying tickets, joining in, signing up or being a volunteer. The legacy for this database is currently being developed.

In line with our vision, we want these people to continue to be inspired by sport, culture and volunteering. A competitive tender process is underway to manage and operate the database to ensure that the London 2012 fan club will be inspired by other great opportunities in whichever areas appeal to them.

The Get Set database developed from our education programme has been given to the British Olympic Association and British Paralympic Association to develop and evolve. More than two million children participated in the Get Set programme in 85 per cent of UK schools. This is a strong legacy that will continue to deliver on our vision to inspire young people.

### International Inspiration

Our primary mission has been to use London 2012 to reach young people around the world and connect them to sport, which we have achieved through our International Inspiration programme. This first ever Olympic and Paralympic Games Host City programme exemplifies what London 2012 stands for and the legacies it is delivering.

Working closely with original partners the British Council, UNICEF and UK Sport, as well as local organisations and administration, the IOC and IPC, the programme reached more than 12 million young people in 20 countries (Azerbaijan, Bangladesh, Brazil, Egypt, Ethiopia, Ghana, Jordan, India, Indonesia, Malaysia, Mozambique, Nigeria, Pakistan, Palau, South Africa, Tanzania, Trinidad and Tobago, Turkey, Uganda and Zambia) and enhanced their lives through sport.

Each programme was tailored to the needs of the country. For example, in Bangladesh, 17,000 children drown in floods each year so International Inspiration put together a programme to teach children to swim.

In Azerbaijan, where disabled children previously had no right to participate in sport, International Inspiration brought about significant change. Benefits elsewhere include better school attendance and educational performance and the empowerment of girls and young women to participate in sport, access education and become community leaders. In all, the programme has brought about amendments to 29 laws around the world and inspired massive changes in attitude.



## Information and Knowledge Management

LOCOG's Information and Knowledge Management (IKM) team had three strategic aims: first, to improve business productivity through the deployment of a document management system and other collaboration tools; second, to embed knowledge from previous Host Cities across LOCOG through structured learning programmes; and third, to ensure LOCOG's knowledge, records and archives are captured and transferred as a legacy to future Host Cities.

The IKM team delivered these objectives through the implementation of a number of innovative projects that always focused in forensic detail on the specific needs of the end user. For example, LOCOG created a flexible extranet platform called 'The Exchange' that allowed sharing of information with a wide variety of external partners and stakeholders in a very simple and intuitive way – in all, 60 secure mini-websites were built which helped enable the 'one-team' planning approach with all organisations playing a part in delivering the Games.

The IKM team also took a new approach to sharing knowledge, initiating a pre-Games learning programme. This was aimed primarily at Sochi 2014 and Rio 2016, who were invited to visit London during LOCOG's test events to maximise the lessons they could learn from our readiness programme.

LOCOG benefited from very close links with the IOC's Olympic Games Knowledge Management team throughout the planning and delivery of the Games. The teams worked in partnership on many other projects, including the Games-time Observer Programme and the London Debrief.

The IKM team spent many months planning and preparing for the knowledge capture process immediately after the Games were completed, where the team worked with all functional areas to ensure the London 2012 Games Blueprint was collected from LOCOG's staff – this included thousands of plans, documents and publications, and well over 100 'knowledge reports' written specifically to provide recommendations to future organisers on staging an Olympic Games.

LOCOG also became the first Organising Committee to sign a formal Archives Agreement prior to the Games. This agreement was reached between LOCOG, the British Olympic Association and The UK National Archives in close collaboration with the IOC, which allows for all LOCOG's records and archives to be accessible digitally by future generations around the world.



**Conclusion**

# Conclusion

From the very start of our bid in 2003, London 2012 has been all about what can be achieved through the inspiration of sport, and through the power, influence and values of the Olympic and Paralympic Movements as a catalyst for positive change in our communities and inspiration for the youth of the world for generations to come.

While it would be folly to expect the Games to solve all social ills or concerns of young people, London 2012 demonstrated that Games-related programmes and values have an important role to play, and can provide hope, inspiration and opportunities for change in challenging times. This was highlighted by the fact that all 193 United Nations member states co-sponsored the London 2012 Olympic Truce resolution, underlining the importance of the Olympic Movement in contemporary global society.

London helped to invent and globalise sport in the 19th and 20th centuries. In the 21st, the London 2012 Games model has heralded a new era – one that highlights the impact of the Olympic and Paralympic Movements and values in wider society, beyond the sport competition venues, as a hidden social worker, teacher, youth motivator, urban planner, economic player and quiet diplomat.

More than a century after the London 1908 Games and 60 years after the 1948 Games took the world from war to sport and were the catalyst for the Paralympic Movement, London 2012 demonstrated how the Games have grown far beyond a sporting event – and the the Olympic and Paralympic Movements far beyond sporting movements – and emphasised the important role sport can play in modern society.

From the very start of our bid in 2003, London 2012 has been all about what can be achieved through the inspiration of sport.



London 2012 showed that the Games can create new standards, new policies, new programmes and new opportunities to drive change in areas of society as diverse as sport, employment, the environment, social inclusion and sustainability, and lead to improvements on what had existed before.

Following a decade of planning and preparations, and with the invaluable support of our key stakeholders, partners and especially the British people, we are proud that we delivered what we promised in our bid in Singapore in 2005: Games centred on the athletes, focused on young people and driven by legacy; Games that maximised the Olympic experience for athletes and inspired the world; and Games that have left a positive effect on cities, communities and young people that will last for decades.

London 2012 also introduced new initiatives that will advance future Games, providing a rich Games-time environment enhanced by city excitement, extensive community participation and social inclusion. The Games brought together, for the first time, the best elements of previous Olympic Games, and combined them with the look and magic of London and British sporting and Olympic heritage.

London 2012 provided spectacular sport and sporting heroes to inspire a generation in stadia full of excited and passionate fans; in streets, public squares, spaces and Live Sites full of people celebrating Olympic sport, art and culture; and in communities transformed by sustainable social, economic and sporting legacies.



This will further increase the global appeal of the Games and ensure it continues to be the premier sports event for the world's leading athletes; the best means for sporting federations to showcase and promote their sports; and the event that the world's major cities most want to host.

Our message to future Games Organising and Bidding Committees is that the success of the London 2012 Games can be distilled into the following three areas:

### **Vision**

Everything starts with the vision. It is your Games compass. Anchor it in your bid promises and use it to bring together all your stakeholders and your partners. Use it to help the organisation (and wider stakeholders) make the tough decisions. Aligning everyone behind a clear, concise vision is the best way to create a proposition that connects with the public.

Legacy has to be part of the vision now, and the vision must be more than just sport. Everyone demands more from the Games and many big decisions are prompted by legacy discussions. Value for money is one of the conversations you must have with every stakeholder during the lifetime of the project, and legacy is central to this. Work out the legacy delivery early. Clarify roles and responsibilities for legacy and plan Games and legacy in parallel. Games must be inspirational to drive and enable legacy.

### **Engagement**

Building your fan base and keeping them engaged and excited over seven years of preparations is hard work but vital to the success of the Games.

Your number one stakeholder is your domestic public. You can guide the public's experience as long as you remember that they want to be a part of the greatest show on earth and also be part of your journey. Use the Games products and assets (such as the Torch Relay, ticketing, volunteers, city activities, education and culture programmes) to engage everyone strategically to join in the pre-Games journey and events. This will help to set the stage for a spectacular Games-time environment.

Come up with new and creative ways to engage the nation. Don't try to do it on your own. Lots of organisations, local and national, want to help and be part of the greatest show on earth. Find ways to help them be part of the Games experience. Identify the best of them and put them to work. Use athletes and celebrities as ambassadors and voices to carry the message, to engage and to inspire. Use all other client groups to engage: NOCs, IFs, broadcasters, workforce, the Olympic Family and, of course, commercial partners. All our engagement programmes involved one or more of the Games client groups. Commercial sponsors and partners can increase your noise level and expand your reach in an extraordinary way.

## Integrated delivery

- Leadership: spend time on this. Understand what leadership means in the context of the different phases an OCOG goes through on the journey to the Games. Inspire, empower and acknowledge. This is a long journey and, given you essentially double in size every year, you need your senior and middle management teams to be great leaders so they can train the rest of the organisation as it develops.
- Building a delivery organisation to deliver the Games: your organisation changes dramatically over the seven-year period of preparations for the Games as you move through your planning and delivery phases. Blend bid people and new people, and bring in the experts. This provides important confidence for partners and stakeholders. Trust and credibility in your planning are also paramount in the pre-Games preparations.
- Highly skilled facilitators: the OCOG is central to all delivery and a facilitator throughout the process, looking at gaps, identifying best partnerships, brokering relationships. Other than the IOC, no one cares as much about delivering a great Games. The OCOG has one single focus; almost everyone else has other things to care about and deliver so be the ringmaster.
- Public and private partnerships: critical to staging a Games. The OCOG has to champion this and create the structures and environment for these two groups to coexist happily.
- Relationships and partnerships, both internal and external, must become operational. You need to have the right organisational structures that must reflect the operational requirements for the Games, especially to mobilise, train and deploy staff from functional teams into venue-based teams to deliver sports events at Games time. The 'one team' approach is the only way to deliver seamlessly. Create the one team physically and figuratively as early as possible and take it through planning, testing and readiness phases.





In summary, be proud of your ambitions and promises. We are proud that our ambitious vision has touched the lives of millions of people around the UK and across the world.

We are proud of the team that we built, mobilised and trained to deliver the London 2012 Games.

We are proud of the partnerships we forged at many levels across Government and the private sector, many of which will continue to flourish long after we have gone.

We are proud that the UK Government and the Mayor of London are taking a leadership role in driving the legacy of the London 2012 Games forward.

But mostly we are proud that through the Games, its values and the immense hard work, passion and dedication of all our teams and those at the IOC, we have made the UK and the international community proud and put sport back on the agenda.

We have demonstrated that the power of the Games can inspire lasting change and sent a powerful message to the world that sport matters.



# Everyone's Games

We set out to make these Games accessible to as many people as possible:

- London 2012 Festival: 19.5 million people joined in with 16.5 million free opportunities
- Olympic Torch Relay: 15 million people lined the streets
- Inspire: more than 10 million people in the UK were involved in Inspire projects
- Live Sites: 8.1 million people visited 70 big screen locations across the UK
- Tickets: more than 11 million were sold across both Games
- Education: 85 per cent of UK schools participated, reaching more than two million children
- International Inspiration: more than 12 million children and young people in 20 countries were involved
- Media exposure/social media: the world's biggest story

61 per cent of people questioned as part of our research felt it was a Games for everyone. 86 per cent followed coverage of the Olympic Games and 74 per cent followed coverage of the Paralympic Games.

To inspire young people:

70 per cent of people say children are more positive about sport and nearly half (46 per cent) of 16- to 24-year-olds have been inspired to take part in more sport and physical activity.

To promote the image of London and the UK:

83 per cent of people said the Games were impressive and the country could be proud. 65 per cent of people think the Games improved London and the UK's image around the world and 53 per cent agree it gave us a much-needed lift.

To change attitudes:

More than 80 per cent of people agree that 'the London 2012 Paralympic Games demonstrated athletes' abilities ahead of their disabilities'. One in three UK adults say the London 2012 Paralympic Games changed their attitude towards people with disabilities. 65 per cent agree that the Paralympic Games have brought about a breakthrough in the way disabled people are viewed in the UK and 74 per cent agree that the Paralympic Games have shown the world how to treat disabled people with respect and equality.

To transform east London:

The transformation is there for all to see.

The legacy research and data will be compiled later.

And finally...

93 per cent of Games Makers were satisfied with their overall experience across both Games.

For spectators, the average enjoyment rating was 9.5 out of 10.

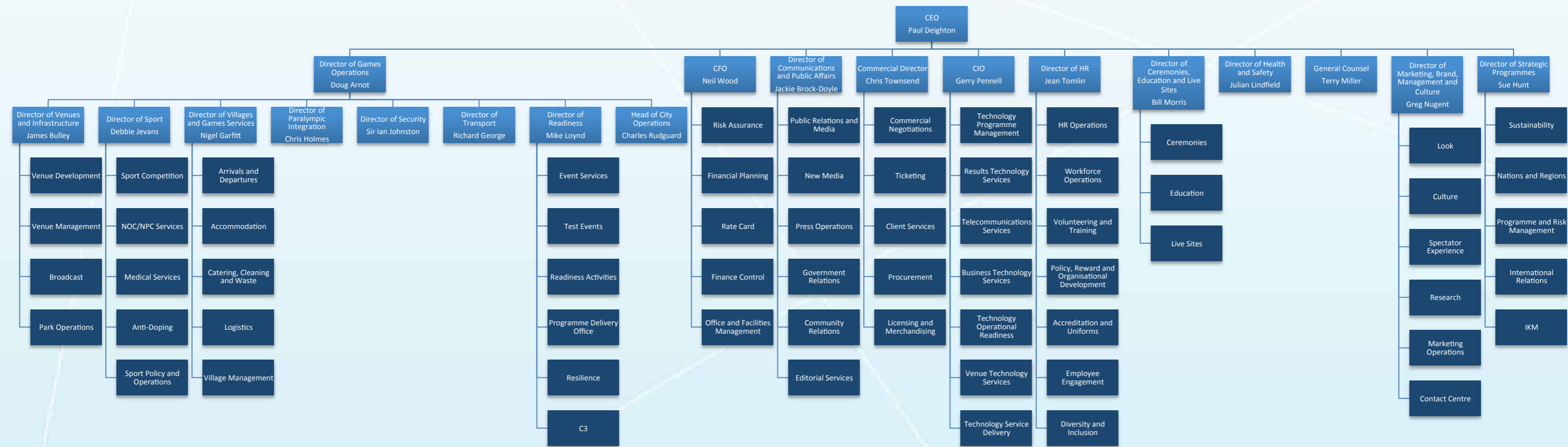
85 per cent of those questioned as part of our research said LOCOG did a good job in staging the Games. 78 per cent were proud of the impressive Games we staged and the same number (78 per cent) saw more positive press than negative press.

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# Appendix 1

## Organisation structure

# Appendix 1: Organisation structure



# Appendix 2

'Games firsts'

# Appendix 2: 'Games firsts'

## Brand and Marketing

- A spectator-led functional area, solely concentrated on looking after this 11.8m-strong client group and ensuring their needs were considered and planned for across all venues.
- 32 'spectaculars' (giant Olympic Rings) were created throughout the UK. This was the first time a countrywide programme for spectaculars has been adopted.
- Spectator research at Games time was used to troubleshoot and refine the experience day by day.
- A single brand and design strategy was used to drive all creative decisions, including temporary dressing to the built environment. This included seating bowl patterns, designs within concrete patterning and sport equipment, as well as permanent colour applications.

## Commercial

- Innovative new licensed productions included stamps featuring home nation gold medallists (Team GB), a range of sport-specific T-shirts and official video games, and Opening and Closing Ceremony albums.
- Most official programmes ever sold at an Olympic Games.
- Tier 1 partner recruitment completed by the end of the previous summer Games (2008).

## Ticketing:

- Largest and most successful ticketing programme ever, with the broadest range of ticket types including 'pay your age' and Ticketcare and Ticketshare schemes.
- A prestige ticketing programme, delivering 80,000 hospitality packages.

## Communications and Public Affairs

### Press Operations:

- Cabled internet connectivity for media at every media and photo workroom desk and every tabled tribune.
- myInfo+ portable on laptops inside and outside venues and available to individuals from accredited organisations not present at the Games. Transcripts of IOC/LOCOG daily briefings were also available on Info+.
- The biggest number of publications produced with the smallest number printed.

## Culture, Ceremonies and Education

### Education:

- Highest take-up of any education programme at a Games – 85 per cent of schools involved.
- Establishment of a Youth Board to advise on youth-related issues.

### Victory Ceremonies/Team Welcome Ceremonies:

- The anthems that were recorded by LOCOG can be used by other OCOGs in the future.

### Live Sites:

- Establishment of a legacy programme of permanent Live Sites operating for many years after the Games in all nations and regions.
- Development of a third-party programme of community Live Sites operated by local communities at Games time through an agreement with the OCOG.

## Finance

### Internal Audit:

- Development of the most comprehensive internal audit programme, designed to ensure compliance with the key controls over revenues, costs, access control and asset management during the Games.

## Games Operations

### Test events:

- The most comprehensive live testing programme ever, including more than 100 desktop exercises, 42 test events and scenario planning.

### Games Services

#### Arrivals and Departures:

- A meet and greet programme was provided for all teams of more than five.
- Development of a new Arrivals and Departures System with web portal for easy entry and airlines schedules incorporated.
- Detailed forecast of arrivals and departures for use in planning.
- Remote check-in positioned as opt-out rather than opt-in for the first time.
- No provision of Olympic Family lounge at airports – demand incorporated into existing lounge facilities.



### **Catering, Cleaning and Waste:**

- A published Food Vision outlining a shared approach with suppliers.
- An innovative approach to catering in the Olympic Village, including street food with 'grab and go' carts, a convenient 'island' approach to the Main Dining Hall layout and athletes' food made fresh at the venues.
- All food carried assurance marks and this information was communicated to spectators.
- First summer Games where press and broadcasters have used the same dining facility.

### **Transport:**

- Centralised management of signs and traffic management equipment, design and installation.
- First Games to rely on public transport as the main means of transportation across all client groups.
- Use of Automatic Number Plate Recognition (ANPR) system for:
  - On-street parking enforcement
  - Vehicle permit checks and security
  - Enforcement and operation of the Olympic Route Network

### **Health and Safety**

- First modern Games to deliver major sporting venues and overlay without a single fatality resulting from the construction works.

### **Human Resources**

- First time that both Accreditation and Uniforms have been in the same functional area, resulting in significant operational efficiencies at the Uniform Distribution and Accreditation Centre.
- First ever 'living wage' Olympic Games. The London Living Wage is an hourly pay rate set independently and updated annually. The rate for all paid roles at LOCOG was above the London Living Wage rate.
- Most stable OCOG with the lowest ever rate of attrition, both in leadership and overall.
- Largest number of volunteers ever recruited and the first volunteer programme sponsor.
- Volunteer applicants told which functional area they were being interviewed for at the invitation stage, thereby reducing attrition at the offer stage.
- First time the volunteer programme has been delivered completely online (communications, invitations, schedules, and so on).

### Security

- Bridging the Gap programme designed to give students specialist qualifications to work in the security industry and at the London 2012 Games.
- ‘Secured by design’ approach with security embedded in all venue planning.

### Sport

- Pre-Games Training Camp financial awards offered from LOCOG.
- Delegation registration process, accreditation and sport entries all completed online rather than on paper for the first time at a summer Games.
- Athlete family and friends ticketing programme.

### Strategic Programmes

- Use of the CompeteFor portal gave UK-wide access to contract opportunities.
- Inspire was the first non-commercial brand programme; with an Inspire programmer in every nation and region, more than 2,700 projects were identified.
- Transfer of knowledge programme giving greater engagement with future OCOGs and improved level of data to transfer.

### Sustainability

- Achieved (and developed) an International Standard in sustainable event management: ISO 20121.
- Comprehensive carbon footprint methodology developed for forward-looking measure of environmental impacts.
- ‘Zero waste to landfill’ vision – the first comprehensive and transparent analysis of all waste streams.
- Development of a Sustainable Sourcing Code, including complaints and dispute resolution mechanisms, forming an innovative approach to supply chain management.
- Games-time consumption reporting: consumption reviewed daily and steps to influence operational processes to make energy savings put in place.

### Technology

- Real-time results in all sports available via the London 2012 website and mobile phones.
- Mobile results application achieved 12.5 million downloads (over four platforms).
- Cloud-based applications and printing service (myPrint).
- Mobile infrastructure in the Olympic Park shared by all operators for public benefit.
- Public Wi-Fi in the Olympic Park – the largest high-density Wi-Fi implementation in the world.
- A wide variety of advances in camera technology including the world's longest cable camera, the world's highest remote robotic cameras, and point of view cameras covering BMX, Mountain Bike, Triathlon and Canoe Slalom.

### Venues and Infrastructure

- Largest ever temporary build programme for an Olympic Games.
- Most extensive use of existing and iconic city centre venues including Horse Guards Parade, Greenwich Park, Hyde Park and The Mall.
- First Olympic Stadium to use 'pixel' technology at all seats.

### Villages

- Internet access in every apartment or town house.
- Wi-Fi and television with Games feed in every apartment or town house.
- Soft furnishings in every social space in every apartment or town house.
- Guaranteed blackout blinds for bedrooms.
- Returning athletes policy: working with NOCs enabled athletes from other Villages to return to experience the Olympic Village.
- First Village to be co-located with the Olympic Park, a major retail development and a transport hub.

# Appendix 3

Venue fact sheets

## Olympic Park venues

# Aquatics Centre



### Sports

Diving, Swimming, Synchronised Swimming, Modern Pentathlon (swimming element)

### After the Games

Reopens in spring 2014 for use by the community, schools and elite athletes.

### Capacity

17,500 (reduced to 2,500 after the Games)

### Construction

July 2008 – July 2011

### Build time

171 days

### Games-time attendance

589,890

### Venue facts

The Centre contains a 50m competition pool, 25m competition diving pool and 50m warm-up pool.

Its 3,000-tonne wave-like steel roof is 160m long and up to 80m wide.

The roof rests on just two concrete supports at one end of the building and a supporting wall at the other – a longer single span than Heathrow Terminal 5.

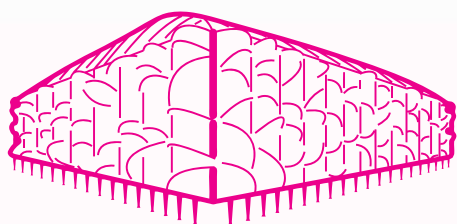
To reduce the amount of mains water used, pool water was used to flush the venue's toilets. More than 180,000 tiles line the pools, with the last laid in April 2011.

Archaeological investigations before construction discovered an Iron Age settlement, including an ancient burial site with four skeletons.

After the Games, a creche, family-friendly training facilities, cafe and new public plaza will be added, and the venue's two temporary seating wings removed.



# Basketball Arena



## Sports

Basketball (early rounds), Handball (final stages)

## After the Games

Dismantled with elements reused elsewhere.

## Capacity

12,000

## Construction

October 2009 – July 2011

## Build time

171 days

## Games-time attendance

397,300

## Venue facts

The Basketball Arena is one of the largest temporary venues ever built for any Games.

The 1,000-tonne steel frame was covered with 20,000 sq m of recyclable PVC fabric.

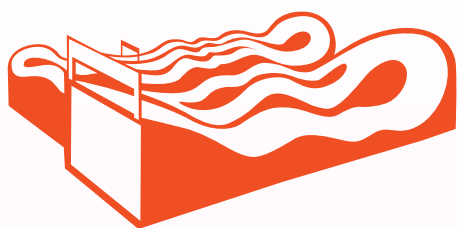
It was one of the most heavily used venues within the Olympic Park, with competition taking place almost every day. To accommodate the Basketball players comfortably, all the venue's doorways were an above-average 2.4m high.

The venue was 35m tall – the same height as a 10-storey building.

It was one of the quickest Olympic Park venues to be constructed, with its giant frame erected in less than three months during spring 2010. The seating of the arena was black and orange to represent the colours of a basketball.



# BMX Track



## Sport

Cycling – BMX

## After the Games

Temporary seating will be removed and the track reconfigured to make it suitable for riders of all ages and abilities.

## Capacity

6,000

## Construction

March 2011 – September 2011

## Build time

139 days

## Games-time attendance

15,790

## Venue facts

The BMX Track was located next to the Velodrome in the north of the Olympic Park.

The fast and challenging course started with an 8m-high ramp.

Around 14,000 cubic metres of soil were used to build the track, enough to fill three 50m swimming pools.

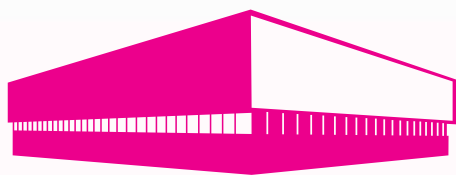
This soil was excavated from elsewhere on the Olympic Park site, then cleaned and reused.

Construction was completed in time for the third round of the UCI BMX Supercross World Cup in July 2011, a London 2012 test event. Following this, a major redesign and rebuild of the track was undertaken by LOCOG as well as installing new landscaping and adding 6,000 seats.

After the Games, the Track will form part of the Lee Valley VeloPark, along with the Velodrome and a new one-mile road cycle circuit and mountain bike courses, to be owned and managed by Lee Valley Regional Park Authority.



# Copper Box



## Sports

Handball (early rounds), Modern Pentathlon (fencing element)

## After the Games

Reopens in summer 2013 as a multi-use arena for the community, athlete training and events.

## Capacity

6,500 (7,500 for events using the field of play after the Games)

## Construction

July 2009 – May 2011

## Build time

225 days

## Games-time attendance

159,900

## Venue facts

The Copper Box is 115,000 cubic metres in size – larger than the Royal Festival Hall on London's Southbank.

It is the first UK sports venue to be naturally lit – 88 rooftop light pipes will achieve annual energy savings of up to 40 per cent.

The top half of this permanent venue is clad in 3,000 sq m of copper with a high recycled content, which will develop a rich natural colour as it ages.

The venue became known as 'the box that rocks' due to the crowd noise during Handball events.

The Copper Box is extremely flexible, with retractable seating that can change the floor size within the venue, facilitating different activities during and after the Games.





# Olympic Stadium



## Sport/events

Opening and Closing Ceremonies, Athletics (except Marathons and Race Walks)

## After the Games

The Stadium will become a multi-use venue, hosting sport, cultural and community events. It will be the new national centre for athletics and the venue for the 2017 IAAF World Championships.

## Capacity

80,000

## Construction

March 2008 – March 2011

## Build time

379 days

## Games-time attendance

2,255,750

## Venue facts

The Olympic Stadium is located on an 'island' site, surrounded by waterways on three sides.

Spectators reached the venue using five bridges that link the site to the surrounding area.

Its innovative flexible design has a lower tier with a capacity of 25,000, and an upper tier holding a further 55,000 spectators. After the Games the Olympic Stadium will have a capacity of 60,000 for legacy use.

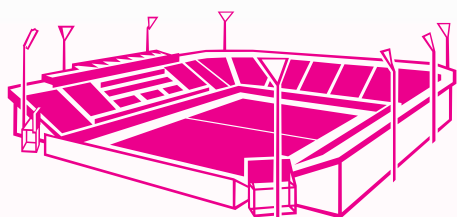
There are more than 700 rooms within the Stadium, including eight changing rooms and four prayer rooms, and a 60m warm-up track.

The top ring of the Stadium was built using surplus gas supply pipes – an example of London 2012's efforts to 'reduce, reuse and recycle'.

To meet high-definition TV standards, the Stadium is lit by 532 individual floodlights housed in 14 towers, each 28m high.



# Riverbank Arena



**Sport**  
Hockey

**After the Games**  
Temporary seating stands dismantled.

**Capacity**  
16,000

**Build time**  
179 days

**Games-time attendance**  
550,770

## Venue facts

London 2012 was the first Olympic Games where the Hockey pitches were not green. Pink was used for the area surrounding the pitch and blue for the field of play. The blue pitches provided high levels of contrast with the white ball and white lines for players, officials, spectators, photographers and broadcasters. The pink run-off areas gave a striking and dynamic look to the venue.

The complex included two pitches, one for competition and one for warm-up.

Temporary seating stands were located on three sides of the competition pitch; the fourth side was open, offering spectators a view across the Olympic Park and London.



# Velodrome



## Sport

Cycling – Track

## After the Games

Along with a reconfigured BMX Track and new facilities for road cycling and mountain biking, the Velodrome will become part of the new Lee Valley VeloPark for use by the community and elite athletes.

## Capacity

6,000

## Construction

March 2009 – February 2011

## Build time

158 days

## Games-time attendance

70,630

## Venue facts

Olympic gold medal-winning cyclist Sir Chris Hoy joined the venue's design panel to help ensure the best possible conditions for athletes at the venue.

During the Games, the temperature at track level was 28°C to optimise athletes' performances.

The Velodrome is naturally ventilated, eliminating the need for air conditioning.

The roof collects rainwater that will help to reduce mains water usage by more than 70 per cent.

The Velodrome won the Architecture Award at the Design Museum's 2012 Awards.

The track is made from 56km of sustainably sourced Siberian pine, and was fixed in place using more than 300,000 nails.

The venue's outer cladding uses 5,000 sq m of sustainably sourced western red cedar.



# Water Polo Arena



**Sport**  
Water Polo

## After the Games

Taken down with elements of the venue expected to be reused or relocated elsewhere.

**Capacity**  
5,000

**Construction**  
January 2011 – May 2012

**Build time**  
146 days

**Games-time attendance**  
107,000

## Venue facts

The Arena, which had a 37m competition pool and a smaller training pool, was the first dedicated Water Polo venue to be built for an Olympic Games.

The venue's sloping design meant the referee's raised table did not obscure the view of spectators, who sat on the opposite side of the pool.

Many parts of the venue, such as the temporary seating, were hired so they could easily be returned and reused after the Games.

The Arena's inflatable sloping roof was designed to provide extra insulation and reduce condensation. Its silver skin was made from recyclable, environmentally-friendly PVC.



## London venues

# Earls Court



### Sport

Volleyball

### Capacity

15,000

### Build time

34 days

### Games-time attendance

455,900

### Venue facts

Earls Court holds hundreds of events every year, including exhibitions, conferences and concerts by stars including Elton John, U2, Celine Dion and Kylie Minogue.

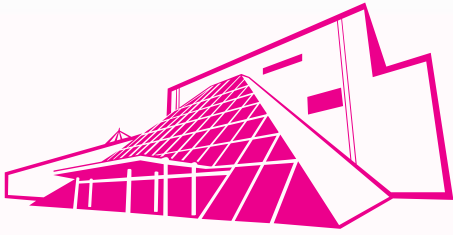
The current building was opened in 1937 with an unprecedented 40,000 sq m of space.

The venue already had an Olympic history – it hosted parts of the Boxing, Gymnastics, Weightlifting and Wrestling competitions at the London 1948 Games.

An empty swimming pool is located under the venue's concrete exhibition floor.



# ExCeL



## Sports

Boxing, Fencing, Judo, Table Tennis, Taekwondo, Weightlifting, Wrestling

## Capacity

From 6,000 to 10,000 depending on the arena

## Build time

30 days

## Games-time attendance

684,360

## Venue facts

ExCeL was the largest competition venue at the Games, with five arenas each hosting different sports.

ExCeL opened in 2001 as an international conference and exhibition centre in London's Docklands.

The arenas were designed as sporting theatres, shining a spotlight on the performances of the athletes.



# Greenwich Park



## Sports

Equestrian, Modern Pentathlon (riding, combined element)

## Capacity

21,500 for Jumping/Dressage; 65,000 for Eventing – Cross-Country

## Build time

98 days

## Games-time attendance

366,470

## Venue facts

Greenwich Park is London's oldest Royal Park, dating back to 1433. It is part of the Greenwich World Heritage Site and home to the Prime Meridian Line and the National Maritime Museum.

Covering 74 hectares and located just 20 minutes from central London, the park offers sweeping views across the River Thames to St Paul's Cathedral and beyond.

The largest temporary arena ever built in the UK was erected for the Games, with 23,000 seats.

The 5.7km cross-country course featured more than 40 jumps.



# Hampton Court Palace



## Sport

Cycling – Road Cycling: Time Trial start and finish

## Build time

19 days

## Venue facts

Hampton Court Palace boasts a rich sporting history. It is home to the oldest surviving real tennis court in England, one of fewer than 50 real tennis courts in the world.

The palace that exists today was largely built in the 16th and 17th centuries. It was home to many famous kings and queens over the years, most notably Henry VIII. William Shakespeare and his company once performed at Hampton Court Palace for King James I.

The event installation included the 'hot seat', where the leading rider sat until a competitor beat their time.





# Horse Guards Parade



**Sport**  
Beach Volleyball

**Capacity**  
15,000

**Build time**  
37 days

**Games-time attendance**  
381,450

## Venue facts

This temporary venue was constructed at a location at the heart of London's ceremonial life, where the Trooping the Colour ceremonial event is held on Her Majesty The Queen's official birthday. It is close to the Prime Minister's residence in Downing Street, Whitehall, the Cabinet Office and St James's Park, and within sight of Buckingham Palace.

The 'beach' was created with 5,000 tonnes of sand, which was donated after the Games to venues running community volleyball sessions in order to create a legacy for the sport.



# Hyde Park



## Sports

Marathon Swimming 10km, Triathlon (swimming element)

## Capacity

3,000

## Build time

52 days

## Games-time attendance

11,650

## Venue facts

The largest of London's Royal Parks, Hyde Park has been open to the public since 1637. It provided an impressive venue with events taking place in the famous Serpentine lake and along Hyde Park Corner.

Hyde Park is home to a number of grassroots sports clubs, including the Serpentine Swimming Club, and regularly hosts major sporting events including the ITU World Championship Series in August 2011.



# Lord's Cricket Ground



**Sport**  
Archery

**Capacity**  
6,500

**Build time**  
25 days

**Games-time attendance**  
54,600

## Venue facts

Lord's has long been considered the spiritual headquarters of cricket. It is the home of the Marylebone Cricket Club, cricket's original governing body, which drafted the first Laws of the sport in 1788.

Temporary seats were constructed on the hallowed turf and then removed in just 13 days to enable the England v South Africa Test match to take place. The ranking round was held on the adjacent Nursery Ground.



# The Mall



## Sports

Athletics – Marathons, Race Walks; Cycling – Road Races

## Capacity

3,000

## Build time

37 days

## Venue facts

The Mall runs from Buckingham Palace at its western end to Admiralty Arch and on to Trafalgar Square at its eastern end.

Its iconic red-coloured surface gave the effect of a giant red carpet for athletes participating in the road events that started and finished at the venue.



# North Greenwich Arena



## Sports

Basketball (final stages), Gymnastics – Artistic/Trampoline

## Capacity

20,000

## Build time

36 days

## Games-time attendance

452,120

## Venue facts

The Arena was originally built for the Millennium celebrations, and was known as the Millennium Dome.

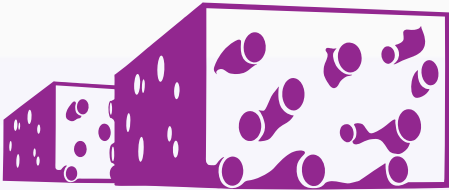
It was then transformed into a world-renowned entertainment venue, featuring a 20,000-seat, multi-use arena, an 11-screen cinema, bars and restaurants.

The Arena stages the men's ATP World Tennis Finals and was the venue for the 2009 World Artistic Gymnastics Championships. It has also staged NBA basketball and NHL ice hockey matches.

The venue was transitioned in just 19 hours from hosting Gymnastics to hosting the Basketball finals.



# The Royal Artillery Barracks



**Sport**  
Shooting

## After the Games

The temporary facilities will be removed and the venue restored to its pre-Games condition then handed back to the Ministry of Defence, which owns the land.

**Capacity**  
7,500

**Construction**  
March 2011 – January 2012

**Build time**  
66 days

**Games-time attendance**  
33,780

## Venue facts

The Royal Artillery Barracks was a fitting location for Shooting: in 1716 a Royal Warrant authorised the formation of two artillery companies on the site.

Spectators entered the venue with views of the world-famous military base – the longest continuous Georgian façade in the UK.

Three temporary indoor ranges for Pistol and Rifle Shooting were built, along with outdoor shotgun ranges for Trap and Skeet events.

The unique outer structures were innovatively designed using 18,000 sq m of recyclable PVC membrane.



# Wembley Arena



## Sports

Badminton, Gymnastics – Rhythmic

## Capacity

6,000

## Build time

109 days

## Games-time attendance

120,400

## Venue facts

Wembley Arena was built for the 1934 British Empire Games (now known as the Commonwealth Games) and included a swimming pool that was last used at the London 1948 Olympic Games.

Famous for music concerts, Madonna, David Bowie, Stevie Wonder and the Beatles are some of the stars that have performed at Wembley Arena. It is also one of London's most iconic sporting venues, recently hosting snooker, darts, hockey and wrestling.

Flooring, lighting and other competition requirements were installed for the Games, along with temporary training and warm-up facilities and an operations compound.



# Wembley Stadium



**Sport**  
Football

**Capacity**  
90,000

## **Venue facts**

The original Wembley Stadium was built in 1923 as part of the British Empire Exhibition.

At the London 1948 Olympic Games, Wembley Stadium hosted Athletics, parts of the Equestrian, Football and Hockey competitions and a Lacrosse demonstration event.

The rebuilt Wembley Stadium opened in 2007, with the famous twin towers replaced by an iconic arch with the largest (315m) single span roof structure in the world.

Wembley's greatest moment came in 1966, when England won the football World Cup, beating West Germany. With England about to score their fourth goal, the BBC commentator spoke some of the most famous words in sports broadcasting: 'They think it's all over... it is now.'





# Wimbledon



**Sport**  
Tennis

**Capacity**  
30,000

**Build time**  
15 days

**Games-time attendance**  
206,910

## Venue facts

Wimbledon is home to the world's most famous tennis championships and the oldest Grand Slam event, first held on the lawns of the All England Lawn Tennis and Croquet Club in 1877.

Wimbledon's Centre Court was opened in 1922. This main arena has been updated in recent years, with the addition of improved stands and a retractable roof, which was completed in 2009.

The venue staged the Tennis events at the London 1908 Games but missed out on being a venue for the London 1948 Games as the sport was not then on the Olympic programme.

Wimbledon hosted the London 2012 Tennis competition just 20 days after the Grand Slam event had concluded.



## Out of London venues

# Box Hill



### Sport

Cycling – Road Cycling: Road Race

### Venue facts

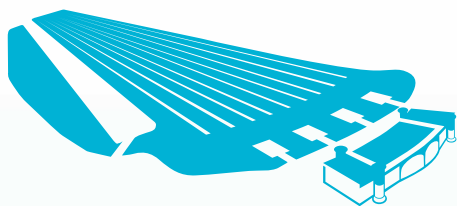
Box Hill, in the North Downs in Surrey, around 30km south-west of London, is famous for its sweeping panoramic views and has been popular with visitors since Victorian times.

The area featured prominently in both Road Races, with the men completing nine laps of the Box Hill circuit and the women two laps.

The viewing areas within the venue were selected in cooperation with the National Trust and Natural England in order to minimise the impact on the rare and beautiful plants and animals that live on the slopes of Box Hill.



# Eton Dorney



## Sports

Rowing, Canoe Sprint

## After the Games

Continues as a world-class training and competition facility.

## Capacity

30,000 (including 10,000 along the bank)

## Construction

Improvements to venue facilities, September 2009 – March 2010

## Build time

81 days

## Games-time attendance

306,800

## Venue facts

Set in a 162-hectare park within a nature conservation area, Eton Dorney Rowing Centre at Dorney Lake is acclaimed as one of the finest rowing venues in the world.

The venue hosted the Rowing World Championships in 2006 and the FISA World Rowing Junior Championships in 2011.

Eton Dorney has a 2,200m, eight-lane rowing course, warm-up lanes and competition facilities. Each competition lane in the lake is 13.5m wide.

An additional cut-through was created at the 1,400m mark to allow competitors to get from the return lane to the competition course. Previously the only cut-through was at the 600m mark.

Two bridges were also installed: the first spanning the new cut-through, the other replacing the existing finish line bridge with a wider one.



# Hadleigh Farm



## Sport

Cycling – Mountain Bike

## After the Games

Essex County Council and the Salvation Army are committed to delivering a lasting legacy at Hadleigh Farm following the Games.

## Capacity

20,000

## Construction

July 2010 – March 2011

## Build time

143 days

## Games-time attendance

31,160

## Venue facts

The 550-acre site is located in Hadleigh Country Park on land owned by the Salvation Army.

The course was created with 500 tonnes of rock and 3,500 tonnes of crushed stone.

It was specially designed to provide a physical and technical challenge for the world's leading riders, with plenty of demanding climbs and descents. Gradients on the course measured 70m from top to bottom.



# Lee Valley White Water Centre



## Sport

Canoe Slalom

## After the Games

The Centre returns to being a world-class canoeing and kayaking facility for use by the community and elite athletes, as well as a major leisure attraction for white water rafting. Owned and managed by Lee Valley Regional Park Authority, it reopened in September 2012.

## Capacity

12,000

## Construction

July 2009 – December 2010

## Build time

94 days

## Games-time attendance

43,950

## Venue facts

The centre is located 30km north of the Olympic Park, on the edge of the 400-hectare River Lee Country Park – part of the Lee Valley Regional Park.

The centre has two courses: a 300m Olympic-standard competition course with a 5.5m descent, and a 160m intermediate/training course with a 1.6m descent.

Enough water flows into the Olympic course to fill a 50m swimming pool in just over three minutes.

The 2015 Canoe Slalom World Championships will be held at the Lee Valley White Water Centre.



# Weymouth and Portland



**Sport**  
Sailing

## After the Games

The Weymouth and Portland National Sailing Academy returns to being a state-of-the-art facility for elite training, competition and community use, alongside a commercial marina.

## Construction

Improvements to venue facilities at Academy, March 2008 – November 2008; commercial marina, March 2007 – April 2009

## Build time

107 days

## Venue facts

Located in Dorset on the south coast of England, Weymouth and Portland offers some of the best natural sailing waters in the UK.

The enhancements to the Weymouth and Portland National Sailing Academy included a new slipway, 70 moorings, boat parking and crane piers.

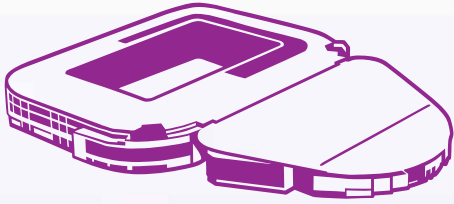
Alongside the Academy, a new commercial marina provides moorings for 300 boats and commercial facilities.

Around 50,000 tonnes of local Portland stone was used to construct the slipway at the venue.

The sailing community benefited from the enhancements long before the Games: a number of ISAF events were held on the Olympic waters and using the Academy facilities during the run-up to the Games.



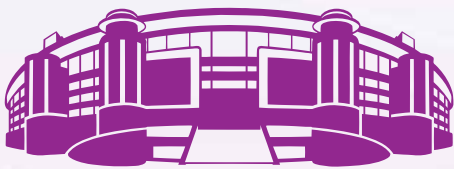
# Regional Football stadia



## City of Coventry Stadium

Capacity: 32,000

Home to League One football club Coventry City since it opened in 2005, the Stadium is part of a multi-purpose complex that hosts sports, business and entertainment events. It will be one of the venues for the Rugby Union World Cup when it is staged in England in 2015.



## Hampden Park, Glasgow

Capacity: 52,000

Scotland's national stadium opened in 1903, drawing attendances as high as 149,000 for a football international against England in 1937. It is home to Queen's Park, the oldest club in Scotland, now playing in the Scottish League's Third Division.



## Millennium Stadium, Cardiff

Capacity: 74,600

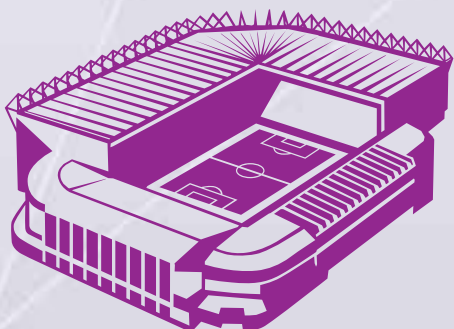
Wales's national stadium for rugby union was the first sport venue in the UK to have a fully retractable roof. It hosted the first event of the Games, a women's Football match, on 25 July, two days before the Opening Ceremony.



## Old Trafford, Manchester

Capacity: 76,000

The 'Theatre of Dreams' has been the home of Manchester United since the ground opened in 1910. It was recently expanded to 76,000 seats, making it the second largest football stadium in the UK and the third largest London 2012 venue, after Wembley Stadium and the Olympic Stadium. It will be one of the venues for the Rugby Union World Cup when it is staged in England in 2015.



## St James' Park, Newcastle

Capacity: 52,000

Football has been played at St James' Park since 1880. The stadium has been the home of Newcastle United, one of English football's most passionately supported clubs, since 1892. It will be one of the venues for the Rugby Union World Cup when it is staged in England in 2015.

The London Organising Committee of the  
Olympic Games and Paralympic Games Ltd.  
25 Canada Square  
Canary Wharf  
London E14 5LB  
Switchboard +44 (0)20 3 2012 000  
Fax +44 (0)20 3 2012 001  
london2012.com



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Phone +44 (0)845 267 2012

Editorial: Jackie Brock-Doyle, Michael Pirrie, Andrew Shields,  
Nick Varley, Catherine Inkster.  
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