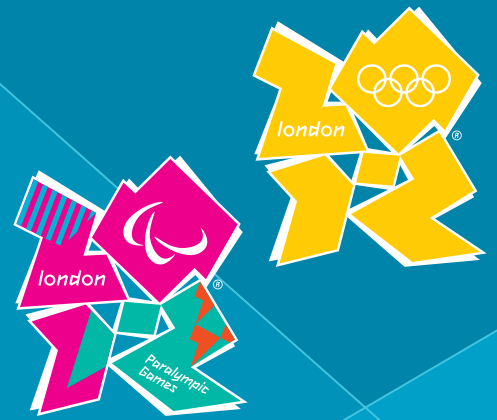


The London Organising Committee of the  
Olympic Games and Paralympic Games Limited  
London 2012



London 2012  
Olympic Games  
Official Report  
Volume 1

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LONDON  
2012  
CANDIDATE CITY

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# Foreword



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

Welcome to volume one of the Official Report of the Games of the 30th Olympiad, London 2012.

This is the first of three major reports which together provide an end-to-end account of the bidding, planning and delivery of these historic Games, which saw London become the first city to host the world's biggest and most important sporting event on a third occasion, following the 1908 and 1948 London Games.

The reports document the history of all key stages of London's decade-long journey and commitment to host and deliver the 2012 Olympic Games and Paralympic Games.

The reports form an essential part of the IOC's transfer of knowledge programme for National Olympic Committees, sporting federations and other sections of the wider Olympic Family, as well as city and national governments, business organisations, Organising Committees and other public and private sector stakeholders involved in bidding for and staging the Games.

This first report begins with the planning and development of London's distinctive bid and approach to the 2012 Games, combining sports planning with long-term urban, city, national, business and social planning.

It looks at the formal requirements common to the bidding experience, such as preparation of the Applicant City Questionnaire and Candidature File, the IOC Evaluation Commission visit, and final bid city presentations and vote at the IOC Host City election session, held seven years prior to each Games.

This volume outlines the critical success factors for the London 2012 bid, including the formal structures and process needed to support, finance and administer an Olympic and Paralympic Games bid, as well as London's unique vision for the Games, and the capital's culture and passion for sport and underlying infrastructure, services and facilities needed to stage the Games.

This report will help readers, city and national authorities and other interested parties to understand how London's bid was also shaped by IOC guidelines for the 2012 Games, highlighting sustainability and legacy as central themes for cities seeking to stage the Games in 2012.

Most importantly, this volume highlights the centrality of our vision to use the Games as a catalyst for meaningful social and community change. This vision provided the foundations for our bid and continued to drive preparations for the Games over the seven-year planning and delivery period.



London's vision, how we communicated it during the bid and since, and how we have delivered all core promises against this vision despite the world's worst recession in decades, emerge as the cornerstones of the London 2012 story. The primacy of this vision, from bid onwards, is the key lesson from this report for future bidding cities, Organising Committees and stakeholders. Our bid vision set the parameters for the signature international and domestic programmes and projects that would define our Games.

These included our International Inspiration programme, teaching sport, education and life skills to more than 12 million children and young people in 20 countries; and the construction of one of Europe's largest new sports and community urban parks for 150 years – all driven by new Games-time venues and supporting infrastructure and regeneration, which have transformed the landscape and lives of some of the capital's poorest communities located close to the Park in east London.



This report also outlines how London's bid was planned to advance the Olympic Movement and Paralympic Movement as well as the long-term development of London and the United Kingdom, focusing on sustainable development, community change and regeneration, and inspiring young people through Olympic and Paralympic sport, art, culture and education; and presenting the values in contemporary ways relevant to the lives of young people.

London's innovative Masterplan for the Games evolved around the city's core characteristics, especially its love of sport, its diversity as home to more than 200 nationalities, creativity, iconic architecture and landmark venues and settings, and destination for young people from around the world.

The integration of these and other London features into a Games-time plan to provide an electrifying atmosphere for the Games, to inspire athletes, young people and unite the world through sport, and leave long-term legacies from the Games for host communities and the Olympic Movement, was essential to the overall presentation, communication and success of the bid.

Efforts made to involve high-level Government leadership in the bid, and build cross-party political support, as well as national and international support and momentum, are also included and discussed.

The background to decisions pivotal to the long-term direction and success of the bid and the Games is also highlighted. This includes the decision to build a new Olympic Park in east London, with a new Village in the Park, forming the centrepiece of the Games experience for athletes, spectators and sponsors, leaving much needed new sports facilities for young people for decades to come and transforming one of the most under-developed parts of London.

The report demonstrates that London's vision and focus on legacy and community change wasn't just about marketing the bid – this was about being committed to our promises of delivering long-term benefits to hard pressed communities, showing that we were serious and committed to their futures and that this was a fundamental part of the reason we were bidding for the Games.

Few events challenge the capabilities and capacities of a Host City or nation like staging the Games. The levels of detail and planning required are enormous – as are the expectations, responsibilities and social, economic, environment, cultural, sporting and other benefits for host communities and beyond.

This report provides essential information on London's bidding plans and experience, which set new standards in domestic and international bid communications and campaigning, as well as in post-bid planning for staging the Games. This included the drafting of outline legislation during the bid for the establishment of funding, resources, staff and legal powers needed to begin work on Games planning immediately following the successful bid.

I hope you find this report helpful for any undertakings you may be considering in relation to bidding for the Games. Above all, we hope that this report and those that follow, tracking our progress through foundation and functional area planning to operational delivery of the Games, will inspire future bidding cities and Organising Committees to consider what sport can do as a catalyst for change in our communities and wider society, and inspire a generation.



**Lord Coe**

Chair

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

# Section 1

## Introduction



# Section 1

## Introduction

As referenced in both the Olympic Charter and the Host City Contract, the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) is required to produce the Official Report of the Olympic Games, in accordance with the directions set out by the IOC. The Official Report summarises the undertaking of the Games, captures its history, and serves as a legacy to the Olympic Movement.

Traditionally, the Official Report consisted of three volumes and represented the celebration and staging of the Games after they had been concluded. However, for LOCOG (as has been the case since Beijing 2008) an additional volume has been added that focuses specifically on how the Host City put together its successful bid for the Games. The principal audiences for this volume are future Games organisers and applicant/candidate cities, as well as Olympic scholars, historians and interested members of the Olympic Family. The purpose of this volume is not simply to reproduce what is contained in the Candidature File, but to provide a reference of how plans for the Games evolved over time.

Consequently, this report is structured in order to bring together all the major threads of a bid for the Games in a readable way. Following this introduction, section 2 provides a context to the 2012 bid, in particular demonstrating how London and the UK have played significant roles in the development of the Olympic Movement as well as recounting the early origins of the bid before it was formally launched in June 2003. Section 3 details the principal concepts behind the bid that form the basis of London's proposals. Section 4 tells the story of the entire bidding process from the moment the bid company was created through to the award in Singapore. Section 5 demonstrates how the thinking behind the Paralympic Games was fully integrated into each element of the Candidature File. Section 6 traces how the bid generated support from four distinct but important audiences: the public, Government, the corporate world and the sporting community. Finally, section 7 details the transition from bid company to Organising Committee (LOCOG).



In addition to the main body of this report, a number of appendices have been added to provide supplementary information. Appendix 1 lists the key dates and milestones of the bid. Appendix 2 contains information on how the bid was administered, including the financial and budgetary aspects. Appendix 3 provides a brief note on how the content for each of the 17 themes in the Candidature File was derived and would be particularly useful from a transfer of knowledge perspective for future bidding cities. Appendix 4 shows how the bid team was structured when at full strength.

The Games are no longer 'awarded' to Host Cities. They now have to earn the right to stage an Olympic and Paralympic Games and the preparation of an event of such magnitude begins with the bid itself. The original bid framework provides the Organising Committee and partners with its direction and focus as well as a contractual obligation to deliver on the bid via the Host City Contract. This report is London's account of the bid and is written to document the process, provide a historical legacy of the origins of the Games of the 30th Olympiad, and contribute to the knowledge of what is required from a city in order to earn the right to stage the greatest show on earth.



# Section 2

History behind the bid

# Section 2

## History behind the bid

The announcement of London as Host City for the 2012 Games at the 117th IOC Session in Singapore signalled the culmination of an outstanding effort from a vast array of groups and individuals involved in London's bid since its launch in June 2003. However, the origins of London's bid stretch much further back than just two years.

### 2.1 Britain's Olympic history

#### 2.1.1 A 400-year Olympic heritage

The London 2012 Olympic Games and Paralympic Games marked a unique anniversary. It was exactly 400 years after Robert Dover opened the first Cotswold Olimpicks in the tiny village of Chipping Campden – an annual festival of traditional sports which honoured the ancient Games of Greece.



#### 2.1.2 Coubertin's inspiration

The Cotswold Olimpicks were one of the inspirations for the Wenlock Olympian Society, established in 1850, and the story is now well known about how the events in the small Shropshire town of Much Wenlock had a significant impact on International Olympic Committee founder Baron Pierre de Coubertin. In 1890, Coubertin was invited by Dr William Penny Brookes to watch Much Wenlock's traditional Olympian Society Annual Games, and witnessed the mix of athletics and traditional local sports, preceded by a parade with flag-bearers, competitors and officials.

When Coubertin returned to France, he wrote an article in a newspaper urging the revival of the Games in Greece, this time on an international basis. Within a few years, the first modern Games were held in Athens in 1896. Coubertin throughout his life played tribute to the role that Brookes and his visit to the Wenlock Games had on the founding of the modern Olympic Movement.

### 2.1.3 The 1908 Games

The 1908 Olympic Games were originally due to be staged in the Italian capital of Rome but the catastrophic eruption of Mount Vesuvius in 1906 forced a change of plan. Italy had to divert its priorities and finances towards the rebuilding of the shattered area around the volcano and London was asked by the IOC to stage the Games instead.



Although time was short, the city staged a Games featuring several notable firsts. Among them was the venue – the first purpose-built Olympic Stadium, at White City, completed in just 10 months and officially opened by King Edward VII on 27 April 1908. Another first was that athletes from the 22 countries marched proudly into the Stadium behind their national flags. The Games also saw the introduction of gold medals, the official codifying of Olympic sports and the introduction of qualifying rounds. The distance of the Marathon was fixed at its modern length: 26 miles, 385 yards. It was this event that created an Olympic legend, Dorando Pietri, who was disqualified for being helped across the line by officials only to be feted throughout London as a great competitor and courageous loser.

By the end of the Games more than 2,000 competitors had taken part in 110 events. Britain had topped the medals table with 56 golds. But the greatest success was undoubtedly that London had, at short notice, staged a Games that set the standard for those to come.

### 2.1.4 The 1948 Games

The war years cast a long shadow over the Olympic Movement, with cancellation of the 1940 and 1944 Games (the latter of which had been awarded to London). Though there had been much debate about whether or not to hold the 1948 Games since much of Europe was still in ruins, London was again requested by the IOC to host the Games at short notice. Despite the darkness of the preceding years and the rebuilding of much of the city's infrastructure, there was an overwhelming desire for a celebration of the human spirit.



The difficulties of staging the world's biggest ever sporting event in a war-shattered capital were immense but the hope and idealism of the Olympic Flame burned brighter than ever and the traditional four-year cycle of the Games has never been interrupted again.

London 1948 saw a new record set, with 4,000 athletes from 59 countries competing in 136 events. More than 350 women took part including the undoubted star of the Games, Dutch sprinter Fanny Blankers-Koen, who claimed four golds. The 1948 Games also initiated a number of technical innovations, including the use of starting blocks in Athletics, and saw the first broadcasts on home TV sets. In addition, volunteers at the Games were introduced for the first time.

### 2.1.5 Previous British Olympic bids

The 2012 bid was Britain's fourth attempt to host the Summer Olympic and Paralympic Games since the Games were held in London in 1948. London was not considered in the 30 or so years after hosting those Games, simply for the reason that it had recently acted as Host City.

During the 1980s, there were some murmurings of a London bid. The British Olympic Association's (BOA's) choice of city was run as a competition and Britain's second largest city, Birmingham, was selected as its nomination to host the 1992 Games. However, Birmingham was knocked out in the second round of voting with the Games eventually awarded to Barcelona.

Manchester presented its bid for the 1996 Games and suffered the same result, losing out in the second round of voting when the Games went to Atlanta. For the 2000 Games, London had again asked the BOA to be considered as its nomination, but again Manchester was chosen. The city submitted a bid and improved its performance marginally, eventually being eliminated in the third round of voting before the Games were awarded to Sydney. Manchester's efforts were eventually rewarded with the award of the 2002 Commonwealth Games. The Games received international acclaim and bolstered the UK's credibility in terms of hosting large sporting events.

### 2.1.6 Commitment to the Olympic Movement

Britain has a long and proud Olympic heritage: it is one of just five countries that has been present at every Olympic Games since 1896; five International Olympic Committee Sessions have been held in Britain; there have been 19 members of the IOC in Great Britain; Britain has entered more than 7,000 athletes into the Olympic Games; and British athletes have won 704 medals, more than 200 of them gold. In addition, the BOA celebrated its 100th birthday in 2005.



### 2.1.7 Founder of the Paralympic Movement

Britain has also made a significant contribution to the development of sport for people with a disability and the creation of the Paralympic Movement. Sport was used to assist the medical and psychological rehabilitation of the large number of ex-servicemen and civilians injured during World War II. In 1944, at the request of the British Government, Dr Ludwig Guttmann opened a spinal injuries centre at Stoke Mandeville Hospital, where sport would be used as remedial treatment. Rehabilitative sport quickly evolved into recreational sport and the next step to competitive sport was perhaps inevitable. The first Games for athletes with a disability were held in 1948 in Stoke Mandeville on the day of the Opening Ceremony of the 1948 Olympic Games in London. Four years later, athletes from the Netherlands joined the Games and thus the international movement, now known as the Paralympic Movement, was born.

## 2.2 Background to London's 2012 bid

### 2.2.1 Origins

Following the disappointments of failed bids by Manchester and Birmingham and advice received from various IOC members, the BOA set about establishing London as the only viable city to hold an Olympic Games. Craig Reedie, chairman of the BOA, asked David Luckes, an Olympic Hockey goalkeeper, to become the BOA's London Olympic Project Coordinator and produce a feasibility study on a London Games.

Work on the London bid project started in February 1997 with a review of the bidding process and the Candidate City submissions for the 2004 Games. In the initial stages, this analysis examined whether there could be a credible bid for 2008. This was followed by four working groups set up to develop specific themes:

- Sports and venues
- Transport
- Location of Olympic Village
- Environment

These working groups operated without a budget, using the time and goodwill of individuals and organisations interested in being involved in preliminary work on the bid.



### 2.2.2 1997-2000

A brief synopsis of London's potential was presented to the BOA's quarterly meeting in May 1997, at which point the decision was taken that, as a European city was unlikely to be awarded the 2008 Games, there would be no immediate move to develop the bid process further.

The BOA chose to keep this work ticking over while, with Nagano 1998 and Sydney 2000 coming up, their priorities shifted to the delivery of successful GB teams at these Games.

The four working groups met regularly between 1998 and 2000, now with a focus on a 2012 Games. However, the lack of any budget for the project or serious commitment from any of the three key stakeholders (see below) meant that much of the work had to be developed in an ad hoc manner.

It was clear that in order for a bid to have any credibility or realistic hope of success, there needed to be clear and unequivocal support from the three key stakeholders:

- Central Government – to provide financial underwriting and political will.
- City/local government – to sign the Host City Contract and provide transport and land.
- British Olympic Association – to submit the bid to the IOC.

The key issues at this period were:

- Lack of cohesion in London government (this was before the role of Mayor and the Greater London Authority had been set up by statute).
- Uncertainty surrounding the design of the new Wembley Stadium.

The lack of coordinated local government was, in part, a reason why London had failed previously in securing the UK nomination as a bid city, with the BOA preferring to run with Birmingham and Manchester. The election of the Mayor and the creation of the Greater London Authority in 2000 allowed for a more strategically cohesive approach in the capital.

### 2.2.3 Wembley Stadium

In 1996, the Government decided to rebuild the national football stadium on its existing site at Wembley. The stadium, billed as the 'best sports venue in the world', would be designed to be capable of hosting not only football but also athletics and rugby league. However, the BOA expressed a number of concerns as to how athletics would be accommodated. These concerns centred on whether a running track would be included in the final design. Initially this was to be the case but by 1999, when the plans were unveiled, athletics had been removed from the permanent design. Platform solutions had been mooted, but these were untried and financially prohibitive.



The BOA saw its position as safeguarding the role of athletics in a potential Olympic configuration in the new national stadium. The Wembley Stadium design issue was not resolved until 2001, which resulted in the BOA becoming embroiled in a dispute over its proposed use. Subsequent decisions were taken that removed athletics from its equitable position. The result was that the proposed staging of the 2005 World Athletics Championships was threatened as a platform solution was too costly to build and there were issues over a suitable location for the warm-up track.

#### 2.2.4 Picketts Lock

The issues around the design of Wembley Stadium required UK Athletics to look elsewhere for a site for the 2005 World Athletics Championships and develop a purpose-built legacy athletics facility elsewhere in London.

The decision to locate this facility at Picketts Lock was always contentious as it was a compromise choice in terms of its location relative to other venues and the city centre. Had there been a move to look strategically at this with an eye to developing an Olympic proposal, then a site closer to Stratford would have been more appropriate. A parcel of land in the Lower Lea Valley was considered but this was passed over for a development on Lee Valley Regional Park Authority land at the soon-to-be-closed Picketts Lock site.

The BOA's role in these meetings was to ensure that any planned facility could have the ability to be upgraded for Olympic use – although the priority at this time was finding a suitable site to secure the 2005 World Athletics Championships. The UK did indeed secure the event but the subsequent decision by the Government not to build an athletics stadium at Picketts Lock meant that the event was switched to Helsinki, thereby seriously damaging London's credibility in terms of hosting major sports events.

#### 2.2.5 BOA report

Other options, including the use of the Rugby Football Union's ground at Twickenham laid with a temporary track surface, were investigated. However, it was on the back of previous difficulties at Wembley and Picketts Lock that the BOA produced a report looking at the potential locations for staging the Olympic Games in London. Much of the detailed work focused on the Olympic Village location, initially through the resource of the London Planning Advisory Committee, and 50 possible sites were identified. Eighteen criteria were drawn up with associated weighting and relative factoring and comparative scores were given for each site. This report was delivered to Department of Culture, Media and Sport (DCMS) officials on 15 December 2000. This report was subsequently presented to the then Secretary of State for Culture, Media and Sport, the Minister for Sport, the Mayor of London, the Greater London Authority, Opposition front bench spokespersons, Sport England and UK Sport. In terms of the sporting proposal, three potential scenarios had been developed:



### A. West London option

The west London option had been the primary source of work from 1998-99. This was based around Wembley Stadium being the centrepiece of the bid, and when this dropped out the next best option was to create an Olympic Park scenario at Northolt Aerodrome or Southall Gas Works. There were issues surrounding the availability of both these sites.

### B. North-east London option – Picketts Lock

This option was not favoured due to access issues and lack of proximity to existing venues and the city centre. The option was included, however, due to contemporary thinking over the athletics stadium location.



### C. East London option – Stratford

Worked up as a contingency following the Wembley issues, this always looked the best option in terms of space, availability and access. The top two locations for the Village were Hackney Wick/Eastway and Stratford Rail Lands.

### 2.2.6 Early sports concept

The basis for the decision making at the time was focused on the availability of physical infrastructure. Knowledge of operations, back-of-house and wider overlay considerations was limited and would have had an impact on initial decision-making over certain venues.



However, the key components for decision-making on sports venues were:

- Accessibility – good road and rail links for both Olympic Family and spectators.
- Legacy – use existing venues where possible, temporary installations where necessary and new builds where needed.
- Adherence to International Federation requirements – at this stage this meant looking specifically at venue capacities and field-of-play/warm-up area dimensions.
- Travel times to the venues – these realistically needed to be under 30 minutes from the Olympic Village.
- Training facilities – emphasis on sporting legacy to the local community, all located within 45 minutes of the Olympic Village.
- An avoidance of the need for additional Villages if at all possible.

The Aquatics Centre and Canoe Slalom course were initially seen as venues to be developed regardless of the bid, although the bid would provide strategic impetus for the swimming facilities.

At the time, Equestrian was still operating under the old 'long course' format which meant that a London-based venue for all three disciplines was not an option. Alternative options were explored including using an existing venue (for example, Woburn) or supporting a new venue in Essex.

A positive Manchester experience contributed to a mood of optimism about the UK's ability to stage major multi-sport events.

Rowing and Canoe Sprint were initially sited at the Royal Albert Dock, although it was recognised this would have caused significant issues with the needs of the International Federation, FISA. It was included partly on the basis that the London Development Agency (LDA), the Mayor's regeneration agency, had funded an upgrade to the course which was supposed to make it of international standard. The upgrade in fact had not made it reach this standard, and it was a venue that enjoyed little support from the National Governing Body, International Federation or athletes.

The BOA presented to the newly-elected Mayor and the Greater London Authority in May 2001, and received a positive hearing. The Mayor's stated view was for an east London-based Games which he saw as providing more regeneration possibilities than the west London alternative.

#### 2.2.7 Ongoing analysis

From 2001 onwards, the three key stakeholders (DCMS, the Mayor and the BOA) met to look at the case for mounting a 2012 bid. This group was chaired by BOA chairman Craig Reddie. A piece of work was commissioned through a real estate consulting company to look at the east London versus west London option from a land availability standpoint. The findings were heavily weighted towards the east London option.

A cost-benefit analysis was commissioned in January 2002 after a tendering process. While the report has since been extensively quoted and its financial projections queried, its remit was generally vague and the total cost of the consultancy was small. The outcome of the report was put on hold until after the Manchester Commonwealth Games. This was a good move in hindsight, as a positive Manchester experience contributed to a mood of optimism about the UK's ability to stage major multi-sport events.



The results of the report were released into the public domain soon after. In October 2002 the BOA held a day of presentations to all its sporting representatives at the British Museum, after which the BOA unanimously voted to support a bid should one be lodged. A similar process was gone through with the British Paralympic Association. In November 2002, the 35 Olympic National Governing Bodies endorsed the London bid for the 2012 Games. The Mayor and the LDA came out in support at a joint press conference to launch the findings of the report and to look to Government to make their decision.

### 2.2.8 Government support

The BOA began lobbying Members of Parliament in 2000 and the BOA presented its report to Chris Smith, then Secretary of State for Culture, Media and Sport. However, support from the upper echelons of the Cabinet was not unanimous. There were concerns over whether London had a realistic chance of victory and that the money for a bid could be better spent.

By January 2003, the Government was beginning to warm to the idea. Tessa Jowell, then Smith's successor, made a presentation to the Cabinet and the Government also commissioned its own poll which revealed that 81 per cent of the British public wanted London to bid for the Games. However, the decision by the Cabinet on whether to support a London bid was postponed on a number of occasions due to international affairs.

### 2.3 Launch of London 2012

Finally, on 15 May 2003, Tessa Jowell announced in the House of Commons that the Government would be supporting a London bid. By this stage New York, Madrid and Leipzig had officially been elected by their National Olympic Committees (NOCs). Paris, Moscow and Rio de Janeiro were officially elected shortly thereafter, followed by Havana and Istanbul.

The bid company, London 2012 Ltd, was formally established on 19 August 2003 by the three main stakeholders: the Government, the Mayor of London and the BOA. The stakeholders appointed Barbara Cassani, an American-born businesswoman who founded the low-cost airline, Go, and came with significant start-up experience, as the bid's first Chairman. An agreement was signed with the stakeholders which provided funding but enabled the bid to operate at arms' length from its stakeholders. Cassani made some astute appointments including notable businessman, Keith Mills, as Chief Executive. She also rapidly assembled a bid team to put together a proposal based on a new purpose-built stadium at Stratford in east London.

# Section 3

Concept behind the bid

# Section 3

## Concept behind the bid

Five main themes underpinned the vision for the Games in London:

*Delivering the experience of a lifetime for athletes*

*Leaving a legacy for sport in the UK*

*Benefiting the community through regeneration*

*Supporting the IOC and the Olympic Movement*

*Compact, iconic and well-connected venues*

These themes were expressed in the commitment to our vision, as described below.

All the details below are correct as of July 2005. There were some small changes made as the Games drew nearer.

### 3.1 Delivering the experience of a lifetime for athletes

The Olympic and Paralympic Games are the pinnacle of every athlete's career. As Host City, London's prime responsibility will be to provide conditions that enable athletes to compete in an environment of excellence, friendship and enjoyment.

Sporting venues will be a combination of new facilities in the Olympic Park, existing world-class facilities and other inspirational, historic locations. With the Olympic Village, Olympic Stadium, Aquatics Centre and seven other venues in the Olympic Park, 50 per cent of competitors will be within minutes of their venues and will never have to leave the security of the Olympic Park to compete. A further 30 per cent of the athletes will be within 20 minutes of their venues.

The Olympic Village will have more bedrooms and other usable space than any of its predecessors, providing excellent conditions for team delegations. London will provide proven, first-rate services in areas such as transportation, security, technology infrastructure, medical care and catering.

London will not only satisfy our athlete guests; London will go beyond that to delight and surprise them. London will also offer an exhilarating crowd experience. In the UK we are passionate about sport of every kind. The venues for both the Olympic and Paralympic Games will be filled with knowledgeable and supportive spectators encouraging every athlete to excel. London is accustomed to welcoming the world. With the city's communities speaking 300 languages, every athlete will be able to find someone sharing their language, customs, culture, cuisine and religion.

### 3.2 Leaving a legacy for sport in the UK

Mounting excitement in the seven years leading up to the Games in London will inspire a new generation of young people to greater sporting activity. During this period the UK will continue to deliver programmes to develop high-performance athletes, coaches and technical officials so that the national team can excel at the first Games to be hosted in London since 1948. After the Games are over, London will possess some of the finest sports facilities for hosting national and international events.

### 3.3 Benefiting the community through regeneration

The Olympic Park will be created in the Lower Lea Valley, 13km east from the centre of London. This area is ripe for redevelopment. By staging the Games in this part of the city, the most enduring legacy of the Games will be the regeneration of an entire community for the direct benefit of everyone who lives there. The Olympic Park will become a hub for east London, bringing communities together and acting as a catalyst for profound social and economic change. It will become a model of social inclusion, opening up opportunities for education, cultural and skills development and jobs for people across the UK and London, but especially in the Lea Valley and surrounding areas. The new facilities in the Olympic Park will be open to the whole community, not just elite athletes. This will lead to more opportunities for everyone to participate in sport and physical activity. This will create a more inclusive, more active community, leading to a fitter society and reducing health inequalities.

### 3.4 Supporting the IOC and the Olympic Movement

The Olympic and Paralympic Games are events to be cherished. London will protect and enhance the Games. To do this, we will capitalise on some of the city's greatest assets: using iconic and historic landmarks to create memorable television images, tapping into London's rich cultural life and making the most of our skill for delivering pageantry with a contemporary flair. As a global media centre, London is ideally placed to convey the excitement and spectacle of the Games to the largest audience ever; inspiring new Olympic devotees, particularly among the young; and stimulating fresh interest in sport in the UK and beyond.

The Games in London will be a financial success for the Olympic Movement. As one of the most sophisticated marketing centres in the world, London will attract strong promotional, licensing and spectator interest worldwide, setting high standards for corporate involvement. Successful Games are built on successful partnerships. LOCOG will work closely with the International Olympic Committee, International Paralympic Committee, National Olympic Committees, National Paralympic Committees, International Federations, the UK Government, the Mayor of London, regional and local authorities, corporate sponsors and other stakeholders.



### 3.5 Compact, iconic and well-connected venues

The site of London's Olympic Park, in the Lower Lea Valley, offers a unique combination of outstanding transport connections, proximity to the city centre, and an extensive system of canals and waterways. Given the plans for regeneration in this part of London, it represents a once-in-a-lifetime opportunity to create the perfect venue for athletes, officials and spectators alike.

Within this site we will create an imaginative and exciting new Olympic Park that includes the Olympic Village, a new Olympic Stadium, a new Aquatics Centre and a number of other competition venues. For athletes performing in venues outside the Olympic Park, we have selected locations that provide excellent facilities and spectacular backdrops: the World Heritage sites of Greenwich, the Palace of Westminster and the Tower of London; other iconic locations such as Wembley, Lord's Cricket Ground, Wimbledon, Horse Guards Parade, the Royal Parks and Eton Dorney. These venues will all inspire athletes and delight viewers around the world. Our choice of venues has been heavily influenced by the need to provide athletes with the best facilities while adhering to the recommendations of the IOC's Olympic Games Study Commission Report. In order to reduce the costs of staging the Games, we are using existing venues whenever possible and temporary buildings when appropriate. We are only building new venues where clear legacy needs have been identified and sporting and business plans developed for post-Games use. 'Excellence without extravagance' has become our mantra.



# Section 4

The bid process

# Section 4

## The bid process

This chapter charts the chronology of the bid from when it was officially announced in June 2003 to the Host City election in July 2005, and details the tasks and activities that took place.

### 4.1 Set-up

Once Barbara Cassani had been announced as the leader of the bid in June 2003, the principal focus was on putting in place the mechanisms that were needed for a successful bid. The key tasks in this early phase were to set up the appropriate corporate arrangements and to secure funding.

The stakeholders' agreement was signed first. This agreement constituted a private company limited by guarantee, London 2012 Ltd, as a joint venture vehicle whose members were the DCMS, the BOA and the Greater London Authority. The key issue was to ensure that, within agreed parameters, London 2012 could operate at arms' length from its stakeholders. This was achieved by limiting the number of matters requiring stakeholder sign-off to the sensible minimum (namely, annual budget, business plan, etc). Also, and importantly, the board was not to be dominated by representatives of the stakeholders and this contributed to the feeling that London 2012 could operate as an independent organisation.

Having established the corporate arrangements, it was then imperative to secure a level of funding from the stakeholders. This agreement between London 2012 Ltd, the DCMS and the LDA provided £10m from the DCMS and £10m from the LDA.

The Board of London 2012 was also established, with a remit of providing guidance, shaping the strategy of the bid and providing insight into the preparation for a major sports event to the executive team. The Board's initial membership consisted of the following:

Chairman	Barbara Cassani
Members	Derrick Anderson
	Sir Howard Bernstein
	Mike Brace
	Patrick Carter
	Simon Clegg OBE
	Neale Coleman
	Dalton Grant
	HRH The Princess Royal
	Lord Paul of Marylebone
	Matthew Pinsent CBE
	Mike Power
	Craig Reedie CBE
	Sir Steve Redgrave
Mary Reilly	

Once the Board had been established, Cassani began to assemble her management team, which included the appointment of Keith Mills as CEO in September 2003. During this period, Cassani also consolidated relationships with the Prime Minister, the DCMS and other Government Ministers in order to ensure full senior Government support for the bid. Additionally, the local community were engaged through borough liaisons and a consultation process ensured that the voice of the community was reflected in the bid. A number of high-profile sporting ambassadors were also assembled, which raised the awareness and enhanced the credibility of the bid.

During this period, Barbara Cassani began touring the country, delivering a series of keynote speeches in order to build credibility and awareness of the bid and to reach the bid's first goal of achieving Candidate City status. Public support at this time was strong; however, there was naturally some cynicism from sections of the media who were yet to be convinced by London 2012's plans. By November 2003, the senior management had been appointed and the team travelled to Lausanne for the first IOC briefing, which consisted of a series of workshops focusing on a number of key bid issues such as venues, transport, infrastructure and logistics. The race for the 2012 Games was now on.

With the establishment of London 2012 Ltd, the process of winning support for London's bid began in earnest. The first element of this was to create a logo and a 'look' for the bid. A competition was held prior to the launch of the bid in January 2004 and the winning design was selected by a panel of design judges, Olympians and future athletes. A prize of £10,000 was on offer for the winning design and London 2012 received more than 1,100 entries from individual designers and design agencies.



With the creation of the logo and a 'look', the bid was established and the process of winning support had now begun. The logo was formally launched, and generated significant media coverage over the following days. The logo launch also provided an opportunity to reveal the Olympic Park concept, although it was difficult to showcase this without any tangible details or visual impressions at such an early stage of the bid.

#### **4.2 Applicant City Questionnaire submission**

London's initial proposals, as detailed in the response to the Applicant City Questionnaire, were formally submitted to the IOC on 15 January 2004 and signalled the first real milestone of the bid. This 25-page (plus appendix) document contained the first full details of London's bid, outlining proposed venues and other information on London's plans.

The following day, the bid was formally launched at the Royal Opera House with presentations made by Barbara Cassani as well as by Prime Minister Tony Blair and Mayor of London Ken Livingstone, demonstrating the strong political support. The event generated a great amount of publicity for the bid and gave London 2012 the first indication of the media attention the campaign would later attract.

Building public support during this early stage of the bid was paramount and the bid's national advertising campaign was launched to coincide with Leap Day (29 February 2004). To tie in with the slogan 'Leap for London', the distinctive campaign featured athletes 'leaping' over famous London landmarks and calling for the public to register their support for London's campaign.

This phase of the bid also saw the very first meeting of the Nations and Regions Group. This group was created to ensure UK-wide support for the bid and to provide a link to regional businesses and sports networks in order to tap into expertise outside the capital.

#### 4.3 Candidate City status and the development of the Candidature File

On 18 May 2004, the IOC announced which of the nine Applicant Cities would make the shortlist of Candidate Cities in the next phase of bidding for the 2012 Games. London was selected along with Paris, Madrid, New York and Moscow. Leipzig, Havana, Rio de Janeiro and Istanbul had fallen at the first hurdle. To mark this occasion, London 2012 organised a party to thank Londoners for the support they had given the bid and this took place at the British Airways London Eye. The event also served to reveal London 2012's new logo, which now incorporated the Olympic rings and the words 'Candidate City'.

The official Candidature File, commonly called the 'Bid Book', is the formal response by the bidding city to a series of questions put by the IOC. The Candidature File seeks to draw out details of how the Candidate Cities plan to organise every aspect of their Games. The File is divided into 17 themes, from venues and legacy to the Olympic Village and the impact on the environment.

The IOC's report on London's Applicant City Questionnaire highlighted a number of concerns, most notably regarding the location of some of the venues away from the centre of London and transport arrangements. The management team recognised that London would have to improve the technical elements of the bid and as a result recruited specialists for the theme areas as well as procuring the services of Peter Morris and Jim Sloman, who brought their experience of the Sydney Games in 2000. As a result, a number of the venues were changed: Fencing moved to the Olympic Park, Shooting was moved from Bisley to The Royal Artillery Barracks in Woolwich and Mountain Bike was shifted to the Weald Country Park, near Brentwood in Essex. A team consisting of project managers, a design production company, French translators and a specialist writer were recruited to help with the preparation of the Bid Book, which took eight months to complete.





The shift from Applicant City to Candidate City status also signalled a change in leadership. Barbara Cassani stood down from bid Chairman to Vice-Chairman. She was replaced by Lord Sebastian Coe with CEO, Keith Mills, also taking on an additional role as International President. The changes reflected the next phase of the bid as Candidate City and the importance of giving an increased emphasis to the sporting and international aspects of the London 2012 campaign. Cassani had done an excellent job establishing the bid and, to her credit, had recognised she could only take the bid so far. Lord Coe had credibility and public awareness as a double Olympic gold medallist, was an experienced political speechmaker and was well-known among IOC members having served on several Olympic commissions.

Just prior to the Athens 2004 Games, the global Olympic Torch Relay arrived in London. The Flame was carried round a 48km route in London on 26 June 2004, culminating in a procession down The Mall in front of a crowd of around 80,000.

In terms of the campaign for public support, the objective at this stage was to generate enthusiasm for the bid.

However, the mood after the Athens Games lifted for a number of reasons: London's media presentation in Athens was widely regarded by the international media as very successful. Additionally, Team GB had achieved the best medal tally since 1984, coupled with highly visible British support in Athens for both the Olympic and Paralympic Games. Tony Blair and Ken Livingstone both attended the Games, reiterating Government support, while the Athens villa hired by the BOA provided a good location to showcase London's plans to IOC members. The IOC-run observer programme in Athens was also beneficial to the bid team and provided good input into the technical themes of the Candidate File as well as giving a sound understanding of how the Games worked at an operational level.

As the detail of the Candidature File was developed, the concept behind London's plans became clearer in the eyes of the media and the British public. This was in part due to the release of dramatic computer-generated images of what the Olympic Park and the existing venues would look like at Games time, providing the first tangible vision of a London Games.

By September 2004, the bid had started to receive considerable support from London's business community through signing five key partners. EDF Energy was the first to come on board in March 2004, followed by BT and British Airways (BA) in May 2004. Virgin Atlantic joined three months later in August – a remarkable achievement, given that both Virgin and BA typically demand exclusivity in any sponsorship arrangement. Accenture was the last of the 'Premier Partners' to sign up, in September 2004. In addition to the Premier Partners, three others partnership levels were created and 64 companies in total committed to the Corporate Supporter Programme, securing approximately one-third of the bid's budget through cash payments or the provision of value-in-kind (VIK) services.

A significant milestone was achieved in September 2004 when the planning application for the Olympic Park was approved. Instead of each of the four London Boroughs – Newham, Hackney, Tower Hamlets and Waltham Forest – considering separate planning applications for different parts of the Olympic Park, a Joint Planning Authorities Team (JPAT) was established to process all the planning applications for the Games in the Lower Lea Valley. Five planning applications were submitted in January 2004. JPAT advised and made recommendations to the four Local Planning Authorities and approved the applications on 9 September 2004.

London's 600-page Candidature File (including four folders full of guarantees) was delivered to the International Olympic Committee in Switzerland on 15 November 2004 by Amber Charles, a 14-year-old basketball player from east London. The following day, an event was organised and the bid team could finally present the full details of the plans to the public and the media. This event also saw the premiere of London 2012's new advertising campaign film, 'Make Britain Proud', which featured an array of cameo appearances by various bid ambassadors, including David Beckham, Roger Moore and Kelly Holmes. The film, produced by a London-based company, has gone on to win a multitude of industry awards.



The main features of London's bid, as outlined in the Candidature File, were as follows:

- 9.6 million tickets for sale across the Olympic and Paralympic Games: 8m for the Olympic Games and 1.6m for the Paralympic Games.
- Projected sell-out rate of 82 per cent for the Olympic Games and 63 per cent for the Paralympic Games.
- The Olympic Village to be the most spacious in Olympic history with 17,320 beds and an average 16 sq m floor space per athlete.
- The Olympic Village to be converted into 3,600 apartments after the Games.
- Four arenas to be deconstructed after the Games and relocated to other parts of the UK.
- Pools for Water Polo and three 50m training pools to be deconstructed and relocated to other parts of the UK.
- 97 per cent of athletes to be within 30 minutes of their event.
- 90 per cent of venues to be served by three or more public transport options.
- Two major park-and-ride sites to be established with a combined capacity of 12,000 cars (both off the M25) and within 25 minutes of the Olympic Park.
- Each spectator ticket to include free travel within London on all trains, Underground, buses and trams on the day of the event through to 4am next morning.
- By 2012 more than 135,000 rooms to be available within 50km of the Olympic Park with more than 40,000 rooms already guaranteed and binding agreements in place for more than 25,000 rooms during the Games period at reasonable rates.
- Low/no emission vehicles to be used to transport Olympic Family members, with no private car access to any venue except for Olympic Family.
- A Cabinet-level Minister to be responsible for delivering the Games. The Olympic Minister and Government to create an Olympic Delivery Authority (ODA), a public body responsible for the delivery of infrastructure and new venues.

- 400 guarantees signed by more than 200 different institutions including 11 Government departments (including the Prime Minister and Chancellor of the Exchequer), devolved administrations, 27 boroughs, all sport venues, all 28 Olympic International Sport Federations, all 35 National Governing Bodies of sport in the UK, major hotel groups and outdoor advertisers.
- For the first time at any Games, live Olympic backdrop presentation facilities to be available to broadcast rights holders via rooftop studios on the International Broadcast Centre (IBC) with a direct view of the Olympic Stadium and the Olympic Park.
- Victoria Park in east London and Hyde Park in central London to be focal points to celebrate the Games with pop and classical concerts, cinema, theatre and medal ceremonies on each day of the Games.

#### **4.4 Convincing the IOC: the Evaluation Commission visit**

Having submitted the Candidature File, it was now imperative to increase the understanding of the bid by a number of audiences: the public, the media and, most importantly, IOC members.

Building public support for London's bid was essential in showing the IOC members that London and the rest of the UK supported London's candidature. The emphasis was therefore focused on generating visible signs of support, resulting in various promotional events being planned in the capital and beyond.

'Leap for London' was a scheme sponsored by one of the Premier Partners, EDF Energy, and consisted of an arch-like structure which allowed people to register their support by jumping through the arch. An electronic counter recorded the number of 'leaps' and displayed a running total on the panel. Two permanent counters were installed at Heathrow's Terminal 4 and Stansted Airport, while three mobile counters were taken to events around the country. A virtual leap counter was available online for those who wanted to register their support electronically. Additional PR for the initiative was generated in December 2004 when Lord Coe was joined by colleagues from the House of Lords in festive spirit, dubbed 'Ten Lords are leaping', to leap through the counter to further publicise support for the bid. The leap counter initiative was very successful, with more than 1.5 million people backing the bid this way.

Another initiative, termed 'London 2012 Day', celebrated the birth of more than 250 babies born on 20 December 2004 and reserved a place for them in an official event connected to the 2012 Games.



The key to the success of any bid is, of course, winning the votes of the members of the IOC. It was imperative to convince IOC members that London's bid was technically superior compared to its rivals and that a London Games would take the Olympic Movement forward. As a result of the Salt Lake City scandals, ethical guidelines had been issued by the IOC which severely limited how IOC members could be approached by bidding cities. The lobbying activity was therefore focused on the IOC-sanctioned presentations to the various regional NOC conferences in Doha, Athens, Dubrovnik, Brisbane, Berlin and Ghana.



The prohibitive nature of the bidding rules increased the importance of the marketing and communications campaign in getting London's messages into the public domain. Equally as important, the visit of the Evaluation Commission carried even greater significance for the five Candidate Cities this time around. London was visited second out of the five, after Madrid, from 16-19 February 2005. Preparations for the Commission's visit began almost five months in advance, the schedule meticulously rehearsed to ensure that the four-day visit was flawless. The rehearsals featured a shadow Evaluation Commission conducting a mock visit two weeks prior to the actual arrival of the IOC.

The objective was for the Evaluation Commission to give high praise in all aspects of their final report, and to see London as an exceptional Host City for the Olympic Movement and great partners in staging the Games. The visit consisted of three days of presentations on each of the themes identified in the Candidature File, which provided an opportunity for the 13-strong Evaluation Commission to ask any questions they had on London's proposals. Many of the presentations were delivered by leading figures in their relevant fields, including Sir Ian Blair, Commissioner of the Metropolitan Police; advertising guru Sir Martin Sorrell; and Chief Secretary to the Treasury, Paul Boateng, as well as many members of the bid team.



On the second day, the Evaluation Commission visited the proposed venues for the Games. The Commission members began the day with a trip to the 500-acre site in east London where London's new Olympic Park would be developed. The team enjoyed a bird's-eye view of the site from a nearby tower block, Holden Point (owned by the Borough of Newham), before visiting the specific locations where the 80,000-seat Olympic Stadium, state-of-the-art Aquatics Centre, Velodrome, multi-sport arenas and the Olympic Village would be built. This demonstrated London's commitment to sport and the country's ability to deliver.

Transport experts then took Commission members through the five-mile tunnel connecting the new Stratford International Channel Tunnel rail link with the new terminal at King's Cross/St Pancras. The Evaluation Commission was then split into three groups to visit the other venues: one group went to Wembley, Lord's, Regent's Park and Horse Guards Parade; another visited Wimbledon, the Rowing lake at Eton Dorney and Hyde Park; and the third group inspected North Greenwich Arena, ExCel and The Royal Artillery Barracks in Woolwich.

On their penultimate day, the Commission was invited to 10 Downing Street where the Prime Minister, Tony Blair, welcomed the IOC delegation as well as members of the Opposition and reiterated Government as well as cross-party support for the Games. The evening's dinner was hosted in a private reception with Her Majesty the Queen, prominent politicians and Olympians at Buckingham Palace. En route to the Queen's residence, the Commission members were treated to the largest coordinated light show ever undertaken in the capital. Eight of London's iconic landmarks along the banks of the Thames were illuminated with 'Back the bid' projections in order to demonstrate the city's support for the Games as well as providing a taster of how London would 'look' if the bid was successful. City branding activity also peaked during the Evaluation Commission's visit.

The following day the Evaluation Commission departed for New York for their next assessment. The visit to London had certainly provided some memorable moments and left members fully satisfied that all their questions had been answered – a book containing the answers to each and every question asked over the four days was presented to the team before they left London. The visit proved to be immensely successful, demonstrating London's technical superiority and organisational ability, as well as providing an indication of the great welcome for anyone visiting the capital.

#### 4.5 The run-up to Singapore

With the Evaluation Commission visit over, there were less than five months until the announcement of the Host City at the 117th IOC session in Singapore on 6 July 2005. During the run up to Singapore, the bid team engaged in a succession of 'cheerleading' events that could communicate support for London's bid to the IOC. Lord Coe continued to tour the world with the bid team delivering presentations to Oceania National Olympic Committees (ONOC) in Brisbane, to SportAccord in Berlin and to the Africa National Olympic Committees (ANOC) in Ghana. With 75 days to go, a countdown clock was erected in Trafalgar Square by EDF Energy and an exclusive photographic exhibition called '40 Days, 40 Artists' was made available online by the Tate Gallery.

One month before the election in Singapore, the IOC's Evaluation Commission Report was published. This was highly complimentary about London's proposals and highlighted the strong political support for the bid, the legacy the Games would leave in London and the involvement of athletes in every aspect of the bid. The report also commented on the overarching quality of all the bids, which left no doubt that the vote in Singapore would go down to the wire.

#### 4.6 The Host City election

The London 2012 bid delegation began arriving in Singapore ten days before the election on 6 July 2005. The bid team's base, initially on Sentosa Island, enabled the team to focus on the tasks in hand and avoid the distractions of the media circus in downtown Singapore, thereby creating a breathing space for the bid team. The official London bid delegation consisted of around 100 people with another 130 present in an official capacity, including corporate supporters. By 3 July all of the official delegation had flown out to Singapore, with a surprise inclusion of 30 children from schools in the East End of London, adding weight to the message that a London Games would provide an 'inspiration' for youth. The overall constitution of London 2012's delegation signified the city's strengths as a young, vibrant, multicultural city.

The London 2012 team were accompanied by British IOC members and a number of sporting and cultural ambassadors who joined the London 2012 delegation in a series of activities in Singapore (Matthew Pinsent, Daley Thompson, Cathy Freeman, Ade Adepitan, Shirley Robertson, Denise Lewis, Jonathan Edwards and Dalton Grant, among others). These included a reception at Eden Hall (the residence of the British High Commission), two or three media conferences per day, a golf and spa retreat, a reception at the China Club and various promotional activities and photo calls involving the bid leaders and ambassadors. David Beckham attended as part of the official delegation and his popularity in Singapore and other parts of the Far East generated a large amount of media attention. In addition, only a few days before chairing the G8 summit, Tony Blair flew out to Singapore to further emphasise the Government's backing for London's bid. During his brief stay, the Prime Minister and his wife met more than half of the IOC members.

On 6 July 2005, the five Candidate Cities were asked to make their final presentations. At 14.30, fourth in line, the London 2012 team delivered a highly emotive and passionate speech to the members of the IOC.

London's presentation was introduced by Her Royal Highness The Princess Royal (an IOC member, London 2012 board member and 1976 Olympian) who read out a message from Her Majesty The Queen, stating, 'As a country, we share a passion for sport, and we also share a desire to welcome you to London in 2012.'

Craig Reedie, Chairman of the British Olympic Association, then highlighted Britain's unique Olympic heritage and promised to host a Games that would pass the Olympic spirit onto the next generation: 'We appreciate that if you grant the Games to London you will place in our hands the Olympic spirit. We will guard that spirit. We will treasure it. And we will proudly hand it on.'

Lord Coe came to the platform and, having introduced 14-year-old Amber Charles, a promising young basketball player from Newham in east London who had delivered the Candidature File to the IOC back in November 2004, went on to explain why 30 more youngsters from the capital were part of London's official delegation: 'It's because we are serious about inspiring young people. Each of them comes from east London, from the communities who will be touched most directly by our Games. And thanks to London's multicultural mix of 200 nations, they also represent the youth of the world. Their families have come from every continent. They practise every religion and faith. What unites them is London. Their love of sport. And their heartfelt dream of bringing the Olympic Games to our city.'

Sydney 2000 Heptathlon gold medallist, Denise Lewis, spoke on behalf of London's Athletes' Advisory Group, who had signed off every aspect of the bid plans: 'Our Group had to answer one fundamental question: "How do you give athletes the best possible Olympic experience?" We said: "Give us the best Village in the most convenient location. Everything else follows. Our Village is within walking distance of nine venues. In London, athletes will compete, not commute".'


Mayor of London Ken Livingstone and Culture Secretary Tessa Jowell highlighted London's readiness to deliver the 2012 Games. And in a specially-recorded video message, Prime Minister Tony Blair promised: 'If you award London the Games, I pledge to you personally – we will continue to give the highest level of support. My entire Government – and the main Opposition parties too – are united behind this bid.'

Interspersed between the speeches, the presentation featured a number of pre-recorded films. The 'Inspiration' films featured children from different nations being inspired to compete by a London Games and were produced by the same local company that had produced 'Make Britain Proud'. In addition, a film presented by Sue Barker detailed London's Masterplan while another film, 'The Magic of London', showcased the capital city.

Lord Coe's final speech mirrored the film. He spoke of how the 1968 Olympic Games inspired him at the age of 12. He told the International Olympic Committee that London offered a unique opportunity for the Olympic Movement to connect with the youth of the world and pledged that a London Games would inspire the next generation of young people.

At the press conference afterwards, the bid team reflected on their presentation convinced that they had done all that was possible to showcase the Games for London. At 17.45, the first round of voting began. In the first round London scored 22 votes to Paris's 21 and Madrid's 20. New York received 19 votes and Moscow 15, resulting in the Russian capital being eliminated. Madrid took the lead in the second round with New York being knocked out at the third stage. The third round saw Madrid eliminated and the final battle between London and Paris, as had been widely anticipated. With the majority of the photographers pointing their cameras at the French delegation, Jacques Rogge, President of the IOC, opened the envelope. At 19.46 local time, he announced London as the winner. London had beaten Paris by 54 votes to 50.

2012 Summer Olympic Games bidding results					
Bid	NOC name	Round 1	Round 2	Round 3	Round 4
Paris 2012	France	21	25	33	50
New York City 2012	United States	19	16	-	-
Moscow 2012	Russia	15	-	-	-
London 2012	United Kingdom	22	27	39	54
Madrid 2012	Spain	20	32	31	-



The announcement produced scenes of unabashed joy in the voting hall as London's delegation sprang to their feet in delight. Back in London, the announcement sparked jubilation in Trafalgar Square and at the Olympic site in Stratford where thousands of people had gathered to watch the result live on giant video screens. Messages of congratulations were expressed by the Queen and also the Prime Minister, who had returned to the UK to host the G8 summit, commenting he had even treated himself to a 'jig' on hearing the news! The London 2012 delegation celebrated their success at the Indo Chine restaurant and were joined by Lord Coe and the other bid leaders who praised the team for their outstanding achievement.

London's celebrations were cut short by the tragic events that occurred in the city the following day. Fifty-five people lost their lives and many more were injured during a series of terrorist attacks on the capital on 7 July 2005. The reaction of Londoners and the rest of the UK in the aftermath of the attacks was one of defiance and resolution – which, in turn, inspired the London 2012 team to be resilient, determined and united to deliver the best Games possible.



# Section 5

Paralympic planning

# Section 5

## Paralympic planning

The Paralympic Games were planned to take place from 29 August to 9 September 2012. The dates were chosen in order to minimise the time period required for transition operations following the Olympic Games without compromising the quality of the resulting Paralympic experience.

### 5.1 Integrated approach

While many previous bids regarded the Paralympic Games as a separate and distinct entity, one of the most unique parts of the London 2012 Games Plan was the integration of both Olympic and Paralympic Games from the very outset. Building the Paralympic Games into all the thinking and planning set the London bid apart. The integrated and inclusive approach meant that London would have the highest standards and conditions for Paralympic athletes. The Paralympic Games would form an integral part of the development of the whole London 2012 Games concept and benefit from efficiencies of scale and synergies in staging the Olympic Games. London's plans included the most compact and inclusive Paralympic Games ever staged, with new venues, highly accessible transport services and Village facilities for athletes and team officials.

### 5.2 Full engagement of stakeholders

In order to ensure that London's plans for the Paralympic Games were properly thought through, the proposals were disclosed to a number of different stakeholders. Their involvement and endorsement of the integrated approach and technical plan was critical.

#### British Paralympic Association

It was vital to maintain links with the BPA and gain their involvement and endorsement of the general approach and technical plan. The BPA was also the sponsor agency for the appointment of London 2012's project manager for the Paralympic theme.

#### International Paralympic Committee

Although it was important to maintain a strict ethical balance with the IPC, a strong relationship was developed with the international governing body. The courtesy visit made by the London 2012 team to the IPC headquarters in the early stages of the bid was useful in understanding the IPC agenda and to present London's vision, as well as laying the foundations for a fruitful relationship over the next seven years.

### London 2012 – London Organisations of Disabled People Group

This group was specifically set up with the assistance of the GLA to engage those groups in London working with or for disabled people. A number of interactive sessions meant it was possible to define the details of the post-bid agenda, win or lose.

### GLA London Access Forum

The London Access Forum is a forum of user representatives from local access groups working together to promote and secure inclusive and accessible environments in London. A number of meetings were held with this group, particularly to resolve issues and seek advice on Village inclusive design matters.

### 5.3 London's eight-point plan

London 2012's approach to the Paralympic Games was based on the following eight-point plan. All the details below are correct as of July 2005. There were some small changes made as the Games drew nearer.

- Harnessing the success of the British Paralympic teams: Britain was second in the medal table at both the Sydney 2000 and Athens 2004 Paralympic Games and has never been out of the top six in the medal tally since the beginning of the Paralympic Games.
- Building on the UK's track record of delivering Paralympic sport events: the London 2012 Paralympic Games will also build on the UK's position as inspiration for the Paralympic Movement and a pioneer in disabled sport. At the Manchester 2002 Commonwealth Games, elite disabled sporting events were fully integrated into the competition programme as well as country medal tallies. This was a first for a major international multi-sport event. The London Marathon, the IPC World Athletics Championships and the first ever Paralympic World Cup in Manchester in May 2005 are further evidence of Britain's recent experience and successful delivery of high-profile Paralympic events.
- Focusing on an athlete-centred Paralympic Games: the Games is based on a compact approach with the majority of sports taking place in the Olympic Park, minimising journey times for athletes and creating a concentrated focal point of excitement. All athletes will be housed within the Paralympic Village which has been designed to be fully accessible from the outset.
- Designing state-of-the-art venues in close proximity: 20 venues have been selected for the Paralympic Games. Eleven of the 20 Paralympic sports will be staged in the new Olympic Park, where many Olympic sports and venues will also be located. Five Paralympic sports will be held at the nearby ExCeL centre, Europe's biggest exhibition and conference centre on the River Thames, close to City Airport. Three other sports (Shooting, Equestrian and Road Cycling) will be within easy reach of the Olympic Park. The needs of Paralympic athletes will be built into the design of sports venues in the Park from the outset. This means that 98 per cent of Paralympians will compete and train within 15 minutes of the Village or their accommodation. An unprecedented 75 per cent of athletes will live, train and compete in the Olympic Park. As a result, 98 per cent of athletes will be within 15 minutes of their venue, which reduces travelling issues for Paralympians.

- Providing a systematic transportation procedure for participants and spectators: LOCOG will provide a fleet of fully accessible, low/no emission vehicles to serve the transport needs of athletes and officials for training and competition. The spectator transport strategy is based upon 100 per cent public transport access. All spectators will travel to venues by fully accessible public transport which will be included within the price of spectator tickets. Disabled athletes have been at the forefront of our transport planning. The Paralympic Games will make use of the high levels of accessibility to London's public transport systems, including the Jubilee Underground line and the Docklands Light Railway which will service the Olympic Park. These are already 100 per cent accessible. In addition, all public buses in London will be fully accessible by the end of 2005 while all 21,000 of London's famous black cabs are totally accessible to people who use wheelchairs.
- Ensuring a Paralympic legacy: since its genesis at Stoke Mandeville in 1948, the Paralympic Games has demonstrated that it can inspire an enormous shift in the perception of disabled people. The Games will set new standards of inclusive and sustainable design in sporting facilities, residential development, transport procurement and service delivery.
- Celebrating the UK's, and the world's, arts and culture: a five-day Olympic and Paralympic Carnival, bridging the period between the close of the Olympic Games and the opening of the Paralympic Games, will maintain momentum and build anticipation for the Paralympic Games. The UK is very proud of its outstanding group of artists with disabilities both in integrated environments and as specialist visual arts groups. They will feature extensively in the programmes during this event.
- Delivering through financial planning and clear lines of organisation: the funding model is based on a significant increase in Paralympic television coverage, the introduction of a premier sponsorship partner, an innovative ticketing strategy and a specific Paralympic licensing programme. The BPA will be represented on the LOCOG Board and a Paralympic Games function in LOCOG will integrate and coordinate planning for both Games.

# Section 6

'Backing the bid'

# Section 6

## 'Backing the bid'

In addition to having a technically sound bid for the Games, it was necessary to add credibility to the plans by demonstrating to IOC members that London 2012 had the support of four influential and important groups, namely: Government; Londoners and the British public; the business community; and the sports world.

### 6.1 Building political support

Ever since the BOA began to seriously lobby Members of Parliament in 2000 for a London Games, it was clear that a successful bid would need the complete and unequivocal support of Government at every level.

#### 6.1.1 Cabinet support

The first formal statement of support came on 15 May 2003, when Tessa Jowell announced in the House of Commons that the Government would be supporting a London bid. As Secretary of State for the DCMS, Tessa Jowell ensured that London 2012 had a platform in the full Cabinet of Her Majesty's Government and was one of the four members on the Olympic Board which met quarterly.

On launching the bid, a number of bodies were established to coordinate and oversee issues relating to the London bid. At Ministerial level, the following bodies were established:

- Ministerial Committee on Olympics (MISC 25): met every four to six months and ensured the bid process was progressing effectively.
- DCMS Select Committee: this cross-party body met once per year and required the London 2012 bid to give evidence of the progress of the bid and asked questions on the costs and preparations for the Games.
- All Party Parliamentary Olympics Group: made up of MPs from across the House of Commons and representing all regions of the UK, and used as a vehicle to enlist cross-party support. Convened three to four times a year.

At official level, there were two other bodies:

- DCMS Olympic Games Unit: a working group within the DCMS which had day-to-day Government responsibility for the coordination of the Government's involvement in Games planning and escalated any serious issues to MISC 25.

– Interdepartmental Working Group: consisted of officials from 15 Whitehall departments and ensured that all the departments were fully engaged in the work on the bid.

There was regular and close liaison between London 2012 and all of these bodies, not only in order to keep them informed and updated on all the developments on the London bid but also to benefit from their input and access to Whitehall. While the Candidature File was being compiled, a range of sources for the content were used, including the Office of National Statistics, HM Treasury, the DCMS and other Government departments (for example, Ministry of Defence for security, Department of Health for medical responsibilities, etc). The GLA also had considerable input. The DCMS was ultimately responsible for the Government's final sign-off of the Candidature File and the guarantees required from Ministers.

### 6.1.2 Cross-party support and ministerial involvement

London 2012 worked with the Opposition parties to ensure their full support, specifically during the Evaluation Commission visit when Michael Howard and Charles Kennedy both attended the Downing Street reception. A series of educational activities took place with Ministers from all parties during the bid, including presentations and tours of the Lower Lea Valley – in conjunction with the LDA – for MPs, GLA members and civil servants.

During the Evaluation Commission visit, nine Ministers took part in Evaluation Commission presentations and Mrs Blair helped present the legal theme. This was a clear demonstration of the strength and breadth of Government support for the bid. There was also a high-level political presence at the Host City election in Singapore with an intensive meetings programme with a significant number of IOC members, as well as plenty of media activity by the Prime Minister, the Mayor of London, the Secretary of State and the Minister for Sport.

### 6.1.3 Support from 10 Downing Street

From the launch of the bid, regular meetings took place with the No 10 policy advisor in order to ensure there was strong communication with the Prime Minister, Tony Blair. Mr Blair also attended the London 2012 launch of its bid questionnaire at Covent Garden in January 2004, which helped assure the IOC and enabled British media to see that the Government was full-square behind the bid.

The Prime Minister and Mrs Blair's attendance at the Athens 2004 Games was also crucial. Specific political activity was planned around Athens 2004, culminating in the Prime Minister and Mrs Blair's attendance, in addition to Tessa Jowell, Minister of Sport Richard Caborn and Ken Livingstone, the Mayor of London. This enabled them to meet many of the IOC members and provided a great springboard for their international relations activity over the next eight months of campaigning.

The Evaluation Commission reception at Downing Street, hosted by the Prime Minister with other Cabinet members and Opposition leaders in attendance, played a significant part in persuading the IOC that the bid had full political support.

However, it is the Prime Minister's and his wife's activity in Singapore that was widely regarded as pivotal to the win. The fact that they spent almost two days in Singapore immediately before the Prime Minister hosted the G8 summit in Scotland sent a clear message to IOC members and international media that he was passionate about London 2012. The ability of the Prime Minister to meet IOC members in the days and hours before the decision almost certainly helped deliver the necessary votes. In addition, part of the Singapore presentation featured a personal message from the Prime Minister in French and in English.

#### 6.1.4 Foreign and Commonwealth Office

A close working relationship was forged with a small team at the Foreign and Commonwealth Office (FCO) to ensure that ministerial visits abroad could be used to support the bid and that British embassies abroad proactively supported the bid via media and contact strategies. The FCO's support, via a small dedicated team in London, was crucial to London 2012's international campaign in the last six months of the bid. This period saw a significant increase in British embassy activity. In addition, London 2012 gave presentations to foreign Ministers on the bid and held a reception for MEPs in Brussels.

#### 6.1.5 The Mayor of London, GLA and LDA

At a regional level, the lack of coordinated local government was, in part, a reason why London had failed previously in securing the UK nomination as a bid city. The election of a Mayor and the creation of the Greater London Authority allowed for a more strategically cohesive approach in the capital and a greater likelihood that all the relevant levels of government could come together and support a London Olympic bid.

As one of the key stakeholders in London 2012, the support from regional government had always been strong. The Mayor of London, the GLA and the LDA publicly pledged their support in October 2002, seven months prior to the bid being publicly supported by HM Government. The Joint Stakeholder Agreement ensured that there was representation from regional



government on the bid's Board of Directors and GLA members were kept abreast of developments through a series of meetings, tours of the Olympic Park and various publications. Ken Livingstone, the Mayor of London, was a member of the Olympic Board and officials from the GLA were present on the Olympic Board Steering Group.

For the GLA, the key causes of concern for a London Games were compatibility with the London Plan (which sets out the Mayor's strategic vision for the city) and the treatment/relocation of affected parties as a result of the Olympic Park development. The changes necessary for a successful Olympic and Paralympic Games were all consistent with the wider long-term plan for London and would mark a significant step in the planned regeneration of east London. The GLA was also satisfied that the arrangements for the affected businesses and consumer groups were reasonable. The GLA also gave considerable input into the content of London's Candidature File.

#### 6.1.6 Wider UK support: Nations and Regions

Delivering a programme that explained the bid and highlighted the benefits of bidding (and of winning), as well as giving a voice to the rest of the UK, was vital. The central mechanism for achieving these objectives was the Nations and Regions Group (NRG), which was established by the London 2012 bid team to represent the interests of all parts of the UK, and to ensure that London's bid proposals would bring benefits to the whole of the UK. The Group contributed significantly to raising public awareness and support for the bid across the whole of the UK.

London 2012's Nations and Regions team (two people) coordinated the activities of a UK-wide network ('Nations and Regions') to generate and increase public support for the bid across the UK. The UK-wide network consisted of two teams:

- A high-level Nations and Regions Group made up of Chairs and Chief Executives of Regional Development Agencies (RDAs) and Sports Boards (chaired by Charles Allen, Vice-Chairman of London 2012 and head of ITV).
- An operational-level Nations and Regions Operations Team made up of project managers, communications specialists and others within RDAs and Sports Boards.

London 2012's Nations and Regions team worked on both a proactive and a reactive basis, coordinating working groups' inputs to UK-wide London 2012 promotional initiatives and supporting local requests for materials or support for local awareness-raising events.

Regional Steering Groups were set up in the Nations and Regions, generally composed of representatives from the Regional Development Agency, Regional Sport England office, local authorities, local tourism offices, cultural boards, etc. This collective representation of business, sport, tourism, government and culture was an effective mechanism for maximising support among these sectors. The NRG was seen as a useful structure for increasing nationwide engagement and for explaining to a wider audience how the bid worked.

The key benefit of working on the bid was effective engagement by London 2012 with organisations across the regions. This resulted in a real desire to continue this level of coordination.

New links were developed with other nations and regions. This was useful for developing a 'Brand UK' approach, similar to the Brand Australia strategy that was adopted with the Sydney Games. Better media relationships were achieved and the Regional Steering Groups provided increased profile for the organisations involved.

Some regions subsequently developed a more strategic approach to bidding for events, such as Major Events Strategies. This was a result of the collaborative working developed during the bid. Regions were more likely to bid for international events not considered before as a result of sports audits of regional facilities, the improved profile of sport, culture and tourism and greater awareness of the potential for positive regeneration and economic benefits. Furthermore, working groups involving multiple regions began meeting regularly to look at London 2012 issues, and this branched out to look at cultural events.

After London was awarded the Games, NRG members became keen for it to continue and to evolve into a Group that worked together to secure preparation camps, tourism, contracting opportunities and other potential opportunities to deliver the best possible benefits to the whole of the UK.

### 6.1.7 Local community engagement

London 2012 and stakeholders wanted to engage directly, share information regularly and respond to concerns of the local communities where the Games would take place. Therefore London 2012 and its stakeholders undertook a range of consultation and engagement exercises in support of London's bid. These included:

#### London 2012 Bid Forum

The London 2012 Joint Stakeholder Agreement acknowledged that there was a wide constituency of interested bodies at local level. In particular, London 2012 understood that the local authorities in whose boroughs the infrastructure for the London 2012 Games would be built, would need to be convinced of the benefits of a London Games. The London 2012 Bid Forum, a newly created group, brought together representatives of London's diverse voluntary and community sectors, enabling them to engage with and contribute to London's bid. The Forum met regularly in quarterly plenary sessions and smaller sub-groups throughout the bid process. Some of these sub-groups were already established, such as London Higher, responsible for Higher and Further Education within London, whereas other sub-groups were newly formed. These meetings were organised and run by the Chair of the London 2012 Bid Forum.

The role of the Forum was both to engage Londoners and to generate a groundswell of support for the bid across the community. It also became a conduit for discussion and dialogue between grassroots sport and the bid team, and helped look at how, through the bid, those grassroots organisations could recruit more players, coaches, volunteers and so on.

The principal activity of the London 2012 Bid Forum was to educate and inform the various interested parties about the bid, and specifically about the potential opportunities that would arise for local people if London were awarded the Games. These mainly centred on employment, skills development and volunteering opportunities (from a cultural as well as a sport perspective). Once these groups had understood the benefits of a London Games, these groups were then asked for their support.

Many of these groups organised events in support of the bid. For example, the sports group ran 'Celebrate sport' where local authority, private and voluntary sector providers were approached to make activities available within sports clubs, community halls and leisure facilities for a day or part of a day as a way of demonstrating their support for the Games.

### **Local consultation on the Olympic Park**

The LDA and London 2012 engaged in extensive consultation on the Olympic Park plans in late 2003, meeting directly with the local community in the area around the Lower Lea Valley. The development of the Masterplans involved one of the largest consultation exercises ever undertaken in London. An independent company was commissioned to carry out a public consultation programme to support this work.

This included:

- Around 70 public events and exhibitions with clear presentations of the plans.
- Distribution of around 400,000 public information leaflets.
- Setting up a dedicated website.


In all, around 5,000 people were directly engaged in the process. In addition, a number of one-to-one meetings with 'special interest' groups took place with the London Development Agency and other representatives from the EDAW consortium appointed to develop the Masterplan.

Specific efforts were focused on residents in and around the site (including ethnic minority communities), local businesses and the users of local facilities. Following formal submission of the LDA's planning application, the four Olympic Park boroughs approached more than 90,000 consultees, and the outcome of this process was notified to the elected councillors responsible for agreeing the application.

### **The planning application**

Instead of each of the four London Boroughs – Newham, Hackney, Tower Hamlets and Waltham Forest – submitting individual planning applications, a Joint Planning Authorities Team (JPAT) was established to process all the planning applications for the Games in the Lower Lea Valley. JPAT was formed by the four relevant local planning authorities in partnership with the London Borough of Greenwich and the GLA. The creation of JPAT ensured better coordination of the planning applications needed to build the Olympic Park as well as significantly speeding up the approval process.

In January 2004, five planning applications were submitted for the Olympic Park. JPAT advised and made recommendations to the four Local Planning Authorities that approved the applications on 9 September 2004, subject to conditions regarding the treatment of a small number of affected businesses, residents and consumer groups. The Lower Lea Valley is within the boundaries of the London Thames Gateway Urban Development Corporation (UDC), established in June 2004. Normally UDCs take planning responsibilities away from local authorities. However, in this case, the Government decided that the UDC should leave planning powers with the boroughs for the Olympic area.



An order was laid out setting out the area for which the Thames Gateway UDC was the local planning authority, carving out the area of the Olympic Park. The local boroughs continued to act as local planning authority until the Olympic Bill was enacted. Once the Bill had Royal Assent, the Secretary of State designated the ODA as the local planning authority for the area of the Olympic Park (as defined by the outline planning permissions already granted). The ODA then had a dual function, delivering the facilities and also determining planning applications related to them. This potential conflict of interest was resolved by separating the development control function from the development function, in the same way local authorities have to. Further safeguards operated through the possible intervention of the Mayor of London and the Secretary of State.

### **Consultation with affected parties**

In 2005, the LDA had approximately 80 per cent of the land needed for the Olympic Park under their or other public bodies' control. The planning application that was submitted and granted by JPAT on 1 October 2004 resulted in a number of businesses, residents and consumer groups having to be relocated either on a permanent or temporary basis. The planning application was granted but with conditions stipulating that the affected groups were adequately relocated to suitable accommodation which met their needs elsewhere in east London. Discussions were initiated with the range of objectors during this consultation process. In all discussions, local knowledge and sensitivity were key. Resolutions were only reached where clear offers of alternatives could be made. The relocation of these parties was the responsibility of the LDA, who kept London 2012 fully up to date with the issues throughout.

### **Displaced businesses**

The area covered by the Olympic Park encompassed a wide variety of industrial uses consisting of approximately 350 businesses and 5,500 jobs. It was necessary to relocate these businesses to suitable accommodation across east London as a result of winning the Games and the approved planning application. However, the majority of these businesses were not directly affected by the plans in the short and medium term.

The LDA worked with local business organisations and the local boroughs to develop packages of support including advice and practical help with relocation, training and staffing as well as direct grants where appropriate.

Additional incentives such as the provision of independent surveyors and solicitors were offered which went above and beyond the compulsory purchase orders that would have been enforced if agreements had not been made in time. A Lower Lea Business Information Service was set up for those with queries. Representatives from the displaced businesses met the IOC Evaluation Commission on their visit to London.

### **TELCO**

There was also active engagement with TELCO (The East London Communities Organisation), part of the London Citizens Group, which resulted in the bid publicly stating their commitment to a local community legacy from the Games. The bid accepted a series of proposals termed 'An Ethical Bid for the 2012 Olympics' by building economic justice guarantees into London's plans. As a result, a letter was signed by London 2012, the Mayor of London and TELCO which aimed to create a sustainable legacy by:

- Promoting fair employment policies and procurement strategies.
- Using tools such as local jobs brokerage schemes and local training courses to promote the use of local labour, and providing a pool of skilled workers from which to draw a workforce.
- Delivering affordable homes for Londoners.
- Staying in line with the Mayor's target that 50 per cent of new homes should be affordable as set out in the London Plan.
- Investigating the potential for a community land trust.
- Establishing the feasibility of a pilot project to deliver mutual home ownership through a community land trust.
- Developing training and skills programmes.
- Creating a legacy of 21st century sporting venues.

The supply of skilled workers is vital to regenerating London. By continuing to work in partnership with the Learning and Skills Councils and other agencies we provided targeted skills programmes to develop the training, skills and learning of London's communities.

### **Other affected parties**

A number of other groups with interests inside the proposed Olympic Park were consulted and arrangements put in place to compensate/relocate the parties involved. Hackney Marshes football pitches, allotment owners and the Eastway Cycle Circuit were relocated while preparations were made for the Games. Consultation with residents from the Clays Lane Housing Association and a group of travellers took place in order to determine their relocation needs.

## 6.2 Building public support

It was important to demonstrate to the IOC that the bid had strong backing from within London and wider support from the UK and internationally. In addition, the restrictive nature of the IOC's bidding rules meant increased emphasis being placed on the bid's marketing and communications activities.

### 6.2.1 Logo

As explained in 4.1, a competition was held prior to the launch of the bid in January. Variations of this logo were designed to be used by corporate supporters, according to their partnership level. In May 2004, London was given Candidate City status by the IOC. At this point, the Olympic Rings were allowed to form part of the logo and the words 'Candidate City' were also added.



### 6.2.2 Straplines and slogans

A number of strap lines and slogans were also developed for interested parties wishing to show their support for the bid, such as 'Back the bid', 'Make Britain proud' and 'Sport at heart' (international slogan). The use of the strapline was permissible by non-commercial supporters and by commercial supporters if used in conjunction with their own 2012 corporate logo.

### 6.2.3 Advertising campaign

London 2012 launched its advertising campaign in January 2004, having worked with agencies to deliver a powerful print campaign that would excite the UK public at the prospect of hosting the Games. The chosen campaign, with the line 'Leap for London', was based on strong simple images that could be adapted for a variety of uses. The six images featuring athletes and iconic London buildings were used in press and poster advertising, websites, publications, street dressing, and at various promotional events. They were also supplied to partners (commercial and non-commercial) for their own adapted use.

Public support was felt to be high, but there was a need for a 'call to action' so the bid could prove the levels of public support. The phases of the campaign therefore went from 'Leap for London' to 'Back the bid' and then to 'Make Britain proud'. The line 'Leap for London' evolved into the more action-oriented 'Back the bid' in order to maximise the numbers registering as an alternative measure of public support.

In view of the money that would be required for a traditional public awareness campaign, it was decided to seek donated space from major media owners, with a limited budget made available for print and production. This proved an extremely successful decision with more than £20m worth of advertising space donated in the 18 months.

#### 6.2.4 Brand dressing

The primary responsibility of the 'brand dressing' activity was to visually promote the London 2012 brand in highly public areas and at key sporting events. Brand dressing for London 2012 essentially required two elements: money and permission. The brand dressing budget for the bid was limited and there was a reliance on the goodwill of a number of supporters in promoting London's bid.

Examples of the brand dressing activity included:

- 5.5-metre flags down The Mall and 3.6-metre flags in Parliament Square and Horse Guards Road.
- Branding in Trafalgar Square and Parliament Square Green which hosted a number of London 2012 events.
- Street banners.
- London Underground: branded trains and stations and poster advertising.
- 40 branded London buses.
- Branded overland trains, stations and poster advertising.
- London 2012 messages printed on more than five million train tickets.
- Fully wrapped 'black cabs' and seat-back advertising.
- Building wraps.
- Branding at educational establishments, such as Greenwich University.
- Branding presence at key sports events, such as outside the Wimbledon tennis championships, Henley Royal Regatta, Eton Dorney Rowing World Cup.
- IOC Evaluation Commission visit: light projections on famous London landmarks, branding at all the site visits, airports, 10 Downing Street, etc.



### 6.2.5 Third-party non-commercial supporter branding

To help raise awareness of the campaign, a network of non-commercial organisations was created. This included:

- The five east London Host Boroughs
- 28 other London boroughs
- Regional Sports Boards
- National Governing Bodies
- Government departments

A toolkit was developed which outlined 10 simple things to help promote the bid. They were allowed to use the London 2012 logo (without rings) and the strapline 'Backing the bid'. This had varying degrees of success, with some boroughs branding everything in sight and running local events within the community, to others just promoting the bid on their website.

### 6.2.6 Films

In addition to the poster/leaflet advertising campaign, a number of other films were also developed in order to:

- Present the bid's technical plan (presented by Sue Barker)
- Show specific benefits to Londoners, particularly east Londoners ('Living the dream')
- A sporting highlights film to stir national pride ('Imagine')
- A film showing off London and its passion for sport ('Sport at heart')

Additional films were also developed for specific presentations to IOC regional bodies and five special films were made for the final Singapore presentation.

### 6.2.7 Publications

From the earliest days of the bid, there was a strong recognition of the important role publications would play in conveying London 2012's key messages to domestic and international audiences. London 2012 produced a wide and successful range of publications, aimed at many differing audiences both domestically and internationally.

A number of documents were produced for the IOC in relation to London's bid, specifically:

- Response to Applicant City Questionnaire
- Candidature File

The supporting publications produced during the course of the bid fell into three broad categories:

- Brochures and magazines: both for domestic and international audiences, these were produced to capture support for the bid and publicise its key messages.
- Newsletters: a bid bulletin (every two months) as well as monthly e-newsletters were developed for supporters of the bid which provided up-to-date information on progress.
- Targeted materials: a number of products were specifically developed for IOC members (mailshots), for the Evaluation Commission visit, and for volunteers and environmentalists.

### 6.2.8 Website

Additionally, the website was a key element of the marketing strategy due to its global reach. The website provided extensive details of London's plans and a full archive of the press and media releases over the course of the bid. The website was also used as a mechanism for the public to register their support and also contained various publications, including the Candidature File, photographic images of the bid's various activities as well as downloadable versions of the bid films. Registered supporters received monthly e-newsletters which updated them on the bid's progress. During the run up to the Host City election in Singapore in July 2005, the site received four million page requests as a result of 750,000 visits from 445,000 unique visitors during the month. The website has since been selected as one of 100 websites to be archived in the British Library.

### 6.2.9 Merchandising

London 2012 outsourced the production of various items of merchandise that were either given away at various promotional events as well as being sold online (via a link on the London 2012 website) and through a small number of retail distribution outlets.

### 6.2.10 Press and media engagement

The media, at both a national and international level, can have a significant impact on the success or failure of any bid for a major event. The media played a large part in educating the public about London's proposals and raising the profile of London 2012, and therefore it was imperative to manage this relationship effectively. Furthermore, there were some negative sentiments towards the intrusive nature of the British press in some international quarters.

The role of the media team was to ensure that the media were managed effectively and efficiently and kept fully informed about progress. This was done through media releases, photo opportunities and inviting representatives of the media to key events and news conferences throughout the course of the campaign.

The real detail behind London's bid could only be released to the media once the Candidature File had been submitted to the IOC in November 2004. After this date, the emphasis was placed on increasing the understanding of the bid and weekly fact sheets were released on each of the file's 17 themes.

In addition to building awareness of the bid in the UK, it was necessary to promote London's bid in an international context. A number of key 'Olympic' journalists were identified and kept well informed about London's plans. An international marketing programme was launched in November 2004 after the submission of the Candidature File and included web and print advertising in key international sports publications. The international media campaign ran in parallel to the national media campaign and had two objectives: to ensure full understanding of the plans behind London's bid and explain how a London Games would benefit their country/city.

During the Evaluation Commission visit, it was imperative to keep the media well managed and fully informed as the IOC had requested minimal media intrusion during the four-day trip. Therefore, a separate programme was developed specifically for the media which consisted of two or three press briefings on each day of the visit. Many of the external speakers who had presented to the Evaluation Commission were made available at these briefings. In addition, a designated press room was set up for selected members of both the national and international media. Day-by-day schedules of the Evaluation Commission visit were produced and distributed. A duplicate tour of the venues was also conducted solely for the media.

During the run-up to the election in Singapore, the focus of the media campaign switched to reaching IOC members rather than solely increasing awareness. The key was now to convince the media that London had a real chance of winning so key phrases were used in all communications to the media to convey a sense of 'picking up the pace', which would produce positive media coverage and give credibility to the campaign. A media programme was developed primarily for Singapore with adverts and articles placed in the local press. The objective was to generate a succession of 'cheerleading expressions' of support that could be communicated to the IOC. In order to increase the level of excitement and enthusiasm, details of the speakers and the travelling ambassadors were kept secret and then released to the media.

The bid had a particularly strong relationship with London's Evening Standard and Metro newspapers throughout. Two days before the election in Singapore, the editors from 10 national newspapers signed a good luck message to London's bid in an unprecedented statement of support from the British media.

The media programme in Singapore itself again included two or three media briefings per day with a number of high-profile ambassadors and backers in attendance. David Beckham in particular carried a high level of media interest, especially among the Singapore journalists, and significantly raised London's profile.

#### 6.2.11 Role of culture and education

The challenge from a cultural perspective was to create a set of unique proposals that enhanced the bidding process and contributed to the development of an engaging and credible bid for London. In developing a winning formula for the Games in London it was the Olympic charter itself that provided the perfect backdrop for London to reveal and display one of its great assets – its dynamic cultural life.

The culture and education public support programme aimed to:

- Harness and capitalise on links across the cultural/creative industries and education sectors to strengthen the network of key cultural/education supporters of the bid.
- Deliver a programme of events/initiatives to display the best of British creative/education endeavours in support of the London 2012 bid.
- Increase the UK's profile internationally to support the international campaign.

The aims were delivered through a range of proactive engagements and the development of a core set of culture and education key messages which highlighted the strengths of culture, education and London's unique cultural offering. The core aspects of the UK public support programme included:

- Cultural ambassadors: a diverse list of celebrities and cultural leaders joined the team as ambassadors in support of the bid, creating and responding to opportunities to capitalise on their public recognition and providing endorsements to strengthen public support.
- Opportunities for London 2012 branding: partnerships were developed with a number of cultural programmes including the Notting Hill Carnival, Tate Britain and the Trafalgar Square Summer Programme.
- Developing creative networks: the culture and education team consulted with a wide range of people from across the culture and education sectors, ensuring that involvement in the bid reflected the thoughts and aspirations of the creative community. This dialogue with the wider cultural sector was maintained throughout the bidding process through newsletters and updates. In addition, the team took advantage of conferences and networking events nationally and internationally to advocate the key aspects of London's proposals.
- Press and media: a leading cultural public relations consultancy was commissioned by the culture and education team in November 2004. Its remit was to develop and execute a national media and public relations campaign for the final months of the bid which centred on culture and operated within the highly regulated conditions set by the IOC. The objectives of the campaign were to raise London 2012's cultural profile and gain support from the cultural community.
- International engagement: throughout the bidding period it was important to ensure that members of the IOC were made aware of London's work across culture and education. To promote awareness within the Olympic Family, members of the team attended a number of important international events, including:
  - World Forum on Education, Culture and Sport in Barcelona in June 2004
  - Meetings of Oceanic National Olympic Committees (NOCs) in Brisbane in March 2005 and African NOCs in Ghana in June 2005

While certain programmes were highlighted directly to the IOC, it was also felt important to raise press and public awareness of London's cultural offerings within other international cities. To that end, the team took part in several press events including briefings of international journalists resident in the UK and a special arts correspondents briefing.

- Local community engagement: an integrated programme of publicity and engagement with communities across London and the UK was undertaken, seeking to raise awareness of the bid and to promote the benefits the Games would bring to the whole country. This programme led to more than 1.3 million registrations of support for the bid and enabled London 2012 to identify potential 'Olympic volunteers' for the future.

Community and cultural events were supported, ranging from Eid and Asian business receptions at the GLA through to large-scale cultural celebrations such as Diwali, Chinese New Year and St Patrick's Day.

The London Civic Forum delivered a programme of 10 to 12 engagement events across London, targeted at groups including Chinese and South Asian people, east London residents, older people and faith groups.

More than 100 community bid ambassadors were appointed, all of whom actively promoted the bid in their own networks and communities. These included the 30 youth ambassadors who formed part of the official delegation for the Host City election in Singapore.

Various schools programmes engaged with young people, most notably a primary schools pack which was designed to enthuse parents, teachers and staff to support the bid. A London 2012 schools pack was sent to all 1,341 London primary schools and a 'Kids' section was set up on the website.

#### 6.2.12 Ambassador programme and speakers' bureau

A diverse list of celebrities and cultural leaders joined the team as ambassadors, creating and responding to opportunities to capitalise on their public recognition and delivering endorsements to strengthen public support. The most active of these were the former athletes. This not only showed that London's bid was athlete-centred but served to significantly raise London's public profile and showcase Britain's Olympic pedigree.

Inviting ambassadors to Parliamentary receptions was seen as a good way to increase Government support. Ministers were often more willing to listen to athletes as they know first-hand the ability of sport to change lives and they added credibility and support to the campaign. The participation of the ambassadors raised the public profile of the bid both nationally and internationally. The ambassadors were also heavily involved in a number of different technical themes for the Candidature File as subject matter experts, such as the Olympic and Paralympic Village.

Some Olympians were used in the press launch around the submission of the Applicant City Questionnaire and the following Friday saw the first meeting of the Athletes' Advisory Group with Sir Steve Redgrave as chair. International ambassadors were also used to raise London's profile abroad. These included Cathy Freeman, Grant Hackett and Haile Gebrselassie who agreed to provide quotes and media interviews. Nelson Mandela also pledged his support to London's bid.

Ambassadors were asked to appear and sometimes speak at various types of events, including local community school appearances, corporate speaking and presence at sporting events. Ambassadors also participated in the marketing campaign, taking part in film productions and photo shoots. At the media launch to celebrate the Candidature File submission a large number of ambassadors attended, many of whom were used to giving interviews.

During the Evaluation Commission visit, a sporting ambassador was present at each venue during the site visits and where a venue visit was not possible (such as Sailing) a presentation was made by a relevant athlete. Ambassadors accompanied Commissioners during the day to answer informal questions and, in some cases, helped present some of the themes. The IOC recognised and endorsed the input of the athletes. This involvement was particularly praised by the Evaluation Commission.

At the Host City election in Singapore, the ambassadors attended press briefings and photo calls in order to maintain the media and public interest in the bid.

#### 6.2.13 Tracking public support

All of the bid advertising carried specific 'Back the bid' response mechanisms. These asked people to register their support on the website or text the word 'London' to a specific number. The objective was to have the bid advertising as omnipresent as possible and to give the public the chance to register their support.

Support was also registered through the 'Leap for London' counter, as mentioned in 4.4, and in other ways such as the signing of a flag and through the corporate supporters. By the end of the campaign, three million people had registered their support in total and this number was used in IOC member meetings, media releases and the final pitch presentation.

## 6.3 Building support in the business community

### 6.3.1 Corporate supporter programme

The bid required the support of the business community in order to add credibility to London's plans as well as helping to raise its profile. In the short-term, the bid required additional funding and although donations were made by a number of institutions, it was soon recognised that the business community would be an essential element in providing funding for the bid and an enabler to increase its support. The corporate supporter programme had the following key objectives:

- To provide funding for approximately one-third of the bid.
- To develop a highly visible corporate activity campaign to give credibility to the bid from the business community.
- To generate support from London's international business leaders.

Approximately one-third of the bid budget was generated from corporate supporters. To raise the funding from the private sector, four partnership levels were created. At each level, a set of benefits was provided. At the top level, Premier Partners each contributed around £1 million in cash or VIK. At the second level were Major Partners, who contributed approximately £500,000. Champions contributed £150,000 each while, at the fourth level, Supporters contributed around £50,000 each. The companies who supported the London bid spanned a diverse range of industries and sectors. It was important to attract strong, large, customer-facing companies that would increase the bid's profile to a number of different audiences.

A number of companies which had business contacts with members of the London 2012 team were initially approached. EDF Energy was the first to come on board in March 2004, followed by British Airways and BT in May 2004. Virgin Atlantic joined three months later. By Athens 2004, these four Premier Partners had been signed and the Games provided a certain amount of goodwill which meant it was easier to approach other companies for the remaining sponsorship categories. Accenture was the last of the Premier Partners to come on board in September 2004, while Siemens became a Major Partner in December 2004.



## Rights granted

Sponsors were approached on the basis of what services they could provide in terms of VIK as well as their financial contribution. In total, supporter arrangements were made with 64 companies. The benefits given in return (according to partner level) consisted of the following:

### 1. Rights of acknowledgement:

- Designation as a London 2012 Premier Partner
- Right to use the London 2012 bid Premier Partner mark and logo in corporate advertising in the UK
- Right to use the London 2012 bid Premier Partner mark and logo on corporate materials such as stationery, internal newsletters, brochures, business cards and similar items in the UK

### 2. Corporate/individual recognition

London 2012 Premier Partners were recognised as follows:

- With the company logo on appropriate official London 2012 bid communications materials, including brochures and media kits
- With the company logo in appropriate London 2012 outdoor advertising
- On the London 2012 bid website
- With the company logo on a corporate supporters recognition board at London 2012 headquarters

### 3. Hospitality

Premier Partners were invited to participate in all appropriate official London 2012 bid events including:

- Official announcement of the winner of the 2012 Host City bid
- Corporate hospitality events such as Wimbledon, Henley Royal Regatta, Epsom Derby, London Marathon, rugby internationals
- Premier Partner/corporate supporters meetings
- Athens 2004 Olympic Games
- IOC decision in Singapore in July 2005
- Bid-themed dinners and events

#### 4 Other benefits

- Plaque acknowledging company's or individual's support for the London 2012 bid
- Pageantry kit for corporate headquarters, including a selection of promotional materials, such as posters, bags, mouse mats and polo shirts
- Pin programme for staff
- Official London 2012 bid merchandise

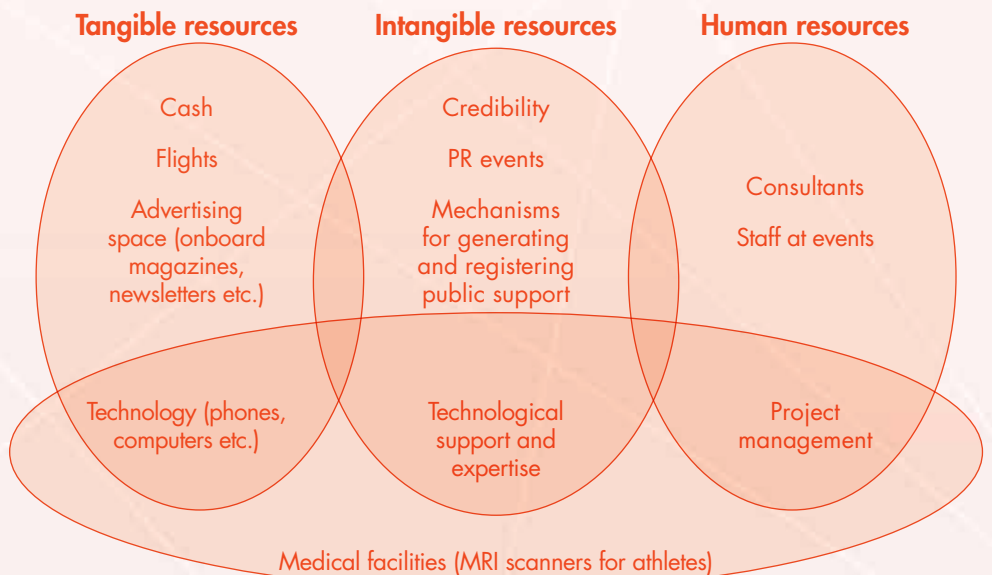
The benefits of exploiting these resources by the corporate supporters were seen to be as follows:

- Increased employee engagement
- Improved customer perception
- Stronger ties with government and local authorities, especially because the bid was a success
- Greater chances of securing future business contracts

#### What the corporate supporters provided in return

Although one of the principal objectives of the corporate supporter programme was to generate finances for the bid, the initiative also produced a mixture of VIK and other contributions through supporters leveraging their own resources and expertise. This ensured that the sponsorship generated maximum benefits for both sides. The table below summarises what the partners were able to provide to London 2012:

#### Resources and capabilities provided by the Premier Partners



#### Organisational capabilities and competences

But perhaps one of the most important contributions made by the partners was credibility.

The fact that the bid was able to attract such strong support from some of the country's biggest companies was very powerful. Furthermore, the timing of the first three contracts – with EDF Energy, British Airways and BT – was particularly compelling, given that they were signed at a time when it was still not known whether London would even be shortlisted as a Candidate City; consequently public support for the bid at that time was extremely low and the media were still feeling somewhat indifferent towards London's efforts. Thus the financial and emotional backing provided by the business community gave the bid team credibility and stature at a time when it was much needed.

### 6.3.2 Wider business community support

In addition to the corporate supporter programme, it was necessary to educate and inform the wider business community about London's bid and to gather their support. Relationships were developed with some of London's key business leaders including Martin Sorrell, Digby Jones and Michael Grade as they had substantial influence within the international business community.

The City of London donated £1 million, over half of which came from a consortium of companies brought together to provide financial backing for the bid. In addition to coordinating the City consortium, the Corporation of London backed the bid in a number of other ways including a London 2012 business leaders' reception, a Corporation of London sponsored float which took part in the Lord Mayor's Show in November 2004 and the Corporation's large fleet of service vehicles displaying 'Back the bid' stickers in their windows.

Where possible, London 2012 representatives spoke at a number of different business platforms and conferences making a deliberate call to action for companies to encourage their employees to get behind the bid. Some companies had no interest in funding the bid but wanted London 2012 staff to speak at their conferences.

At a London level, local businesses were engaged via the London 2012 Bid Forum (Business Forum) including the CBI London, London Chamber of Commerce and London First. A 'Bid for business' publication was sent to 27,000 small and medium-sized enterprises and 30,000 window stickers distributed to east London businesses.

## 6.4 Building support in the sports community

While it was clear that the bid had ultimately to convince the IOC members that London was the best city to stage the 2012 Games, it was necessary to engage a number of different sports organisations to develop the bid from a technical point of view. It was also necessary to call on the support of various sports organisations both at home and abroad.

### 6.4.1 International Olympic Committee (IOC)

The bidding strategy that London 2012 adopted was set within the constraints imposed by the IOC Code of Ethics and Rules of Conduct. The implications of the Code of Ethics were that London 2012 would have limited access to IOC members and would need to maximise the legitimate IOC contact opportunities. Also, the Evaluation Commission visit took an added significance (see section 5). The relationships with the Olympic Movement which were built by the London 2012 team during the campaign sought to be based on the following attributes:

**Respect and friendship:** London 2012 needed to earn the respect and the friendship of each IOC member, on the reasonable assumption that no one will vote for a candidate city if they neither respect nor like its people.

**Trust:** it was also recognised that the issue of trust was very high on the IOC's agenda. Experience has shown that the IOC considers it essential to place the Games with a partner which can be trusted to deliver.

**Motivation:** making sure there was no doubt that the people of London and the UK wanted the Games to come in 2012 was absolutely essential.

**Relevance:** it was recognised that each IOC member needed to be treated as an individual. It was essential that London's bid was relevant to the needs and interests of each individual IOC member.

**Future partners:** in the eyes of the IOC membership, the bid team is the potential Organising Committee. Each member of the bid team, whenever interacting with someone from the Olympic Movement, acted as if he or she was committed to the successful execution of the Games project from 2005 to 2012. Presenting the London 2012 team as the best possible partner for the IOC at all times was essential.

The planning and execution of key milestones were particularly significant in promoting London's candidature to the IOC, namely:

- Athens Olympic and Paralympic Games in August 2004
- Various regional NOC meetings
- IOC Evaluation Commission visit
- IOC session in Singapore

#### 6.4.2 National Olympic Committees (NOCs)

As the organisations within each country responsible for managing and bringing their country's team to the Olympic Games, the NOCs are extremely important Olympic stakeholders. Making sure that London's plans met their needs was essential. London 2012 allocated senior bid leadership resources to attending as many NOC meetings as possible in order to present London's plans and listen to NOCs' concerns and interests.

The IOC gave candidate cities the opportunity to present at a number of regional NOC meetings, in addition to the Association of Summer Olympic International Federations (ASOIF) meeting. Presentations took place at the Olympic Council of Asia (OCA) meeting in Doha, at the European Olympic Committees (EOC) meeting in Dubrovnik, at the Oceania National Olympic Committees (ONOC) meeting in Brisbane and at the Association of National Olympic Committees of Africa (ANOCA) meeting in Accra.

Given the high quality of the other Candidate Cities, these opportunities were essential both to communicate London's plans but also to differentiate it from the other cities. The team invested heavily in making sure that each presentation was relevant to the particular audience and that they fitted with the narrative around youth and sport. For example, for the ANOCA and ONOC presentations, 'vox-pop' films of people from those countries living in London were produced. From a speaker perspective, in addition to the key London 2012 bid leaders, relevant politicians such as the Mayor of London and appropriate athletes were also asked to present. Through the course of these presentations London 2012 was able to refine its messaging and narrative as well as develop a reputation for professionalism and commitment.

#### 6.4.3 International Federations (IFs)

International Federations' expertise was needed in assessing initial venue layouts. The IOC's manual detailing International Federation requirements for the 2012 bidding process was very high level so the IFs' own technical manuals were the first port-of-call in assessing venues' suitability, focusing on:

- Size of field of play
- Size of warm-up area
- Seating capacity
- Location of the operational areas needed for the venue to function

It was important to establish the IF requirements early, so that the architects were given a clear steer on current thinking regarding layout and design. The IFs were shown clear and detailed plans of their proposed venue along with an understanding of the operational issues around both the venue and the sport. The location of the Village in relation to other venues, proximity to central London, seating capacity and legacy were all important issues for each IF secretary general.

Alongside this, it was necessary to understand the needs of both the International Technical Officials and National Technical Officials, and the issues surrounding minimum stay at hotels. International Federations were contacted regularly to ensure up-to-date information was being used and to find out about possible changes to the organisation of their sport in the future. As the organisations directly responsible for organising the individual sports competitions during the Games, the IFs are also key stakeholders. Making sure that each IF felt that London would be a great place for their sport was a key metric for the London 2012 team. Significant time and effort were invested in arranging IF visits to London to sign off plans.

While always remaining within the IOC guidelines, London 2012 set about identifying contact opportunities for each of the influential opinion formers' groups.

Direct contact with either bid leaders or London 2012 staff took place at:

- IF association meetings: there are various organisations catering to the needs of IFs including the General Association of International Sports Federations (GAISF), ASOIF and others. All IFs have a profound opinion-forming role within the Olympic Movement.
- IF sports events: London 2012 representatives attended world championships and other events (including congresses) organised by IFs.

#### 6.4.4 British Olympic Association (BOA)

The BOA drove the bid from the beginning and was one of three key stakeholders in the London 2012 bid. As a result, they had significant representation on the Board and were very supportive throughout the process. Craig Reddie was also part of the Olympic Board along with the Secretary of State, the Mayor of London and Lord Coe from London 2012. The BOA also had representation at official level through the Olympic Board Steering Group. It was important to have the full support of the BOA throughout as the National Olympic Committee is the organisation that submits the bid to the IOC on behalf of the bid committee.

#### 6.4.5 National Governing Bodies (NGBs)

A total review of International Federations and sports venues was conducted in conjunction with the National Governing Bodies. NGBs were integrated into the decision making on venues at an early stage, while there existed a need for regular interaction with NGBs throughout the bid process. They provided a strong resource for the technical aspects of their sport and often provided a contact into the International Federation. London 2012 held regular briefings for the NGBs in the early stages of the bid's development. These became less frequent after the Applicant City questionnaire had been submitted, when the general sporting proposal had been formulated and agreed. Following this period the NGBs were used as a source of feedback from International Federations and often helped in securing accreditation for London 2012 for international events.

#### 6.4.6 Athletes' Advisory Group

This was created at the outset to provide a forum for athletes to contribute to the development of the bid, and also to provide them with feedback from London 2012. The appointment of Sir Steve Redgrave was important to provide a level of credibility to the work of the group and also to help encourage other high-profile Olympians and Paralympians to become involved. The Athletes' Advisory Group met regularly and helped shape the proposal into a truly athlete-focused bid. Getting athletes onto the board and having them in the office set-up can only be beneficial to the bid proposal.

#### 6.4.7 Sport agencies

Sport England is the Government agency responsible for capital building for sport in England. The devolved administrations have their respective agencies, such as Sport Scotland. Sport England, through the DCMS, was indirectly responsible for funding the building of the new permanent venues. It was also engaged indirectly through the Nations and Regions Group (see earlier). Sport England provided experience and expertise towards the delivery of the Games. The focus for Sport England's London team was around community legacy and work around training camps.

Sport England had significant representation on the Olympic Legacy Board of Advisors. The Board, established in January 2004, was chaired by Lord Carter (chair of Sport England) and consisted of representatives from the stakeholders, local boroughs, culture, education and sport. This Board took responsibility for decisions to be made on the legacy arrangements. The Legacy Board also established the Legacy Integration Team which consisted of representatives (officer-level) of the Legacy Board and considered legacy arrangements at local, regional and national levels.

UK Sport is an independent but Government-accountable body which is responsible for major events in the UK and looks after the interests of elite athletes. It was important to liaise with UK Sport in order to determine the strategy for test events before the Games. UK Sport was also engaged in promotional activity at existing events during the bid phase, such as the Rowing World Cup at Eton Dorney in 2005. As of 1 April 2006, UK Sport was responsible for the development and funding of all elite sport in the UK. Previously, the responsibility had been shared between UK Sport and Sport England and the other home country agencies.

# Section 7

## Transition planning



# Section 7

## Transition planning

Based on the challenges met during the early years of preparations for Athens 2004, the IOC recommended that a bid should consider the transition arrangements for moving from a bid company to an OCOG. Between March and July 2005, a large amount of time was devoted to putting in place the transitional arrangements for London 2012. The transition plan had to take into account both a 'win' and a 'lose' scenario. The objective of the transition planning was to provide structures and plans to allow the smooth transition from a campaign-focused organisation into a delivery and operational-focused company in the case of a 'win', as well as making the necessary wind-up arrangements in the case of a 'loss'. This transitional planning essentially ensured the London team hit the ground running on their return from the Host City election in Singapore. It also generated a clear picture of the work that was required over the coming months.

### 7.1 Establishing LOCOG and securing funding

During transition planning the Joint Venture Agreement (JVA) was clearly an essential element in safeguarding the status of LOCOG and maintaining its independence. The JVA was pre-signed on 18 February 2005 during the Evaluation Commission visit. The JVA was signed between London 2012 and the stakeholders (DCMS, BOA, GLA) which essentially provided commercial freedom for LOCOG and allowed it to operate as a private, self-autonomous organisation.

The JVA essentially meant that stakeholders would have to sign off the yearly budget plan and ensure it was consistent with the seven-year plan. A private funding package was negotiated with Barclays, amounting to £50m, in order to keep London 2012 operational while LOCOG was established. LOCOG became effective at its first board meeting, which took place on 3 October 2005. There had been a number of minor problems with the Office of National Statistics in the classification of the organisation as a private body, which delayed LOCOG's effective date, but these were eventually resolved within the 100-day deadline.

## 7.2 Olympics Bill

The London Olympics Bill was announced in the Queen's annual address to Parliament in May 2005, assuming London was awarded the Games. Within 10 days of the award decision, the Olympics Bill had been submitted to Parliament. The Bill provided the statutory remit of the public bodies which would be tasked in delivering the Games. In particular, it set up the Olympic Delivery Authority to deliver public sector obligations for the Games, principally the necessary venues and infrastructure:

- The establishment of the Olympic Delivery Authority, its powers, duties, functions and coordination.
- The delivery of transport needs for the Games, including the necessary preparations in the lead up to 2012.
- Controls on marketing in connection with the Games, including the protection of intellectual property, restrictions on commercial association with the Games, the prohibition of street trading and outdoor advertising in the vicinity of venues and the prevention of ticket touting in connection with events.
- The Mayor of London's power to prepare for and stage the Games.

The timetable for the Bill was as follows:

Date	Description
15 July 2005	First reading. Formal stage.
19 July 2005	Second reading. Early debate.
October 2005	Committee stage. Detailed discussions.
Early 2006	Royal assent after bill passed through the House of Lords.

## 7.3 Employment arrangements

The needs of the organisation were assessed and redundancies were made on the basis of the organisation's requirements following the award of the Games. For example, it was clear the International Relations team would need to be significantly reduced.

- Win scenario: a transitional team was put in place for the five-month period to 31 December 2005 to allow the smooth transfer of knowledge and to allow LOCOG to begin operating immediately. During that time a permanent senior executive team was recruited (by the stakeholders) and members of the transitional team were eligible to apply for permanent positions as well as those who were not members of the transitional team. The initial estimate was that the transition team would consist of approximately 44 roles across eight departments. However, in reality this number grew to 67.
- Lose scenario: a small team of 14 staff would have continued beyond July to ensure an orderly winding up of London 2012 Ltd. The wind-up team would have comprised a small communications team and a legal and finance team who would put the company into liquidation.

A full employee consultation process regarding redundancies was carried out in line with TUPE (Transfer of Undertakings Protection of Employment Regulations), which applied in a win scenario. All employees were retained on their contracts until the end of July 2005. Following that, any employee who was not a member of the transition team was given a further one month's enhanced redundancy payment. This provided staff with a cushion of time and money to look for other employment after the election vote, especially as they were required to focus all their time and attention on their work in the final stages of the bid. Consultants' involvement ended as per the terms of their contracts, and secondees returned to their employers.

The recruitment of a Chief Executive Officer for LOCOG was a major priority during the transition phase and adverts were placed in the press.

Also during this period, it was important to determine LOCOG's vision, values and objectives, along with supporting departmental action plans being developed to ensure cross-functional and vertical alignment as LOCOG moved forward.

#### **7.4 New premises**

New premises with the necessary expansion requirements were secured in Canary Wharf, close to the Olympic Park. These offices were shared with the ODA, which was responsible for the planning and construction of new venues and other Games-related infrastructure. The proximity of the Organising Committee's new offices to the Olympic Park and surrounding transport connections provided Games organisers, planners and other stakeholders with vital access to key venues during the various stages of construction, development and testing prior to the Games. The move to the new premises was completed by the end of 2005.

#### **7.5 Lottery for the Games**

National Lottery funding contributed up to £1.5 billion towards the costs of the London 2012 Games, of which £750 million came from a series of dedicated lottery games and scratch cards. Within three weeks of being awarded the Games, the Lottery for the Games had been established with sales of scratch cards in excess of one million per week.

#### **7.6 Knowledge capture**

A thorough knowledge capture exercise from the bid phase resulted in the production of an archive of documents which was a valuable resource to LOCOG staff (as well as to any future bidding cities), as well as a report from each functional area within the bid as to what was done, why they did it and what they could have improved on. The aim of this was to satisfy the reporting requirements of the IOC and stakeholders while effectively creating a 'bidding manual' for future UK bids.

# Appendix 1

Bid milestones

## Key milestones of the London 2012 bid: 1997-2000

	1997	1998	1999	2000
January				
February	– Review of the 2004 bidding process and Candidate City submissions			
March				
April				
May	– First synopsis of London’s potential presented to the BOA			
June		– First meeting of London Olympic Games Environment Commission		
July				
August				
September				
October				
November				
December				– BOA report to DCMS on the issues of staging a London Olympic Games

## Key milestones of the London 2012 bid: 2001-2005

	2001	2002	2003	2004	2005
January		<ul style="list-style-type: none"> <li>– ARUP report commissioned</li> </ul>	<ul style="list-style-type: none"> <li>– First Government commissioned poll returns 82% support for a London bid</li> </ul>	<ul style="list-style-type: none"> <li>– Launch of London 2012 website</li> <li>– Olympic and Paralympic plans released</li> <li>– Advertising campaign commences</li> <li>– Applicant City Questionnaire response submitted to IOC</li> </ul>	
February		<ul style="list-style-type: none"> <li>– Commissioning of cost-benefit analysis (ARUP report) of staging a London Olympic Games</li> </ul>		<ul style="list-style-type: none"> <li>– Leap Day</li> </ul>	<ul style="list-style-type: none"> <li>– Evaluation Commission visit</li> <li>– Green light for Velopark</li> <li>– JVA for LOCOG signed</li> </ul>
March				<ul style="list-style-type: none"> <li>– Nations and Regions Group meets for the first time</li> <li>– First Premier Partner signs</li> </ul>	<ul style="list-style-type: none"> <li>– Speech by bid Chairman to the Environment Forum</li> </ul>
April					<ul style="list-style-type: none"> <li>– Green light for Hockey Centre</li> </ul>
May	<ul style="list-style-type: none"> <li>– BOA's first formal presentation to the Mayor and GLA</li> </ul>		<ul style="list-style-type: none"> <li>– Government commits to London 2012</li> </ul>	<ul style="list-style-type: none"> <li>– Candidate City announcement</li> <li>– Revised logo unveiled</li> <li>– Feedback from the IOC on Applicant City Questionnaire phase</li> <li>– Release of questions for Candidature File by IOC</li> <li>– Lord Coe appointed bid Chairman</li> </ul>	<ul style="list-style-type: none"> <li>– Olympics Bill announced in Queen's speech</li> <li>– 40 Artists, 40 Days project</li> </ul>
June			<ul style="list-style-type: none"> <li>– Barbara Cassani announced as bid Chairman</li> </ul>	<ul style="list-style-type: none"> <li>– Relay of Olympic Torch around London</li> <li>– Confirmation of the Dome as an Olympic venue</li> </ul>	<ul style="list-style-type: none"> <li>– Report of the IOC's Evaluation Commission</li> </ul>
July					<ul style="list-style-type: none"> <li>– London awarded 2012 Games at Host City election in Singapore</li> <li>– Olympics Bill submitted</li> </ul>
August			<ul style="list-style-type: none"> <li>– London 2012 offices fully operational</li> <li>– EDAW consortium appointed to develop Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>– Athens Olympic Games</li> </ul>	<ul style="list-style-type: none"> <li>– Olympic Lottery launched</li> <li>– First IOC Coordination Commission meeting</li> </ul>
September				<ul style="list-style-type: none"> <li>– Athens Paralympic Games</li> <li>– Last Premier Partner signs</li> </ul>	
October		<ul style="list-style-type: none"> <li>– BOA, Mayor, GLA and LDA publicly pledge support to a London bid</li> </ul>	<ul style="list-style-type: none"> <li>– Management team fully in place</li> <li>– First briefing by the IOC</li> <li>– Logo judges revealed</li> </ul>	<ul style="list-style-type: none"> <li>– Candidature File sent for production</li> <li>– Bid flag revealed</li> <li>– Planning application granted for the Olympic Park</li> </ul>	<ul style="list-style-type: none"> <li>– LOCOG formally established</li> </ul>
November		<ul style="list-style-type: none"> <li>– 35 NGBs endorse London's bid</li> </ul>	<ul style="list-style-type: none"> <li>– Logo and preferred Olympic sites unveiled</li> </ul>	<ul style="list-style-type: none"> <li>– Candidature File delivered to IOC</li> <li>– Promotional films released</li> <li>– Photographic exhibition of 'next generation athletes'</li> </ul>	
December				<ul style="list-style-type: none"> <li>– 10 Lords are Leaping event</li> <li>– London 2012 Day</li> </ul>	

# Appendix 2

Bid administration

# Bid administration

Appendix 2 provides information relating to the bid company itself. This Appendix is divided into four sub-sections:

Appendix 2.1: Human Resources

Appendix 2.2: Internal Finance

Appendix 2.3: Commercial and Legal

Appendix 2.4: IT support

## Appendix 2.1: Human Resources

### 2.1.1 Bid company set-up and initial recruitment

On set-up, there was no formal HR function or HR director on the management team. Two consultants were employed as recruitment support, initially to assist Barbara Cassani, the bid Chairman, in appointing her team of Directors. The consultants then went on to fulfil a joint HR role on a job share basis.

Barbara Cassani was elected as bid Chairman in June 2003 and she began the process of filling some of the key positions, given the submission of the Applicant Questionnaire was due in January 2004.

A large number of recruitment referrals did come from the stakeholders (DCMS, LDA, BOA) prior to the company being set up but these were evaluated in the same manner as any other application. A lot of time was spent processing these as soon as London 2012 had formed.

An advert for all Executive Director positions was placed in the Sunday Times and all recruitment (other than the CEO) was handled by London 2012, which resulted in a significant financial saving on recruitment fees.

### 2.1.2 Ongoing recruitment

A policy was implemented to respond to every speculative recruitment application, in order to support London 2012's PR approach and to encourage people to support the bid. The introduction of standard responses, statements on London 2012's website and on partners' websites were effective measures in managing the number of enquiries coming into London 2012.

In terms of background, Games experience was not necessarily a prerequisite. However, some of the senior management did come with international sports experience and subject matter experts were drafted in to help improve specific technical and specialist areas that were needed on the bid.

The company's growth was organic in that employees and consultants were recruited as the bid company's needs changed. However, quality people were recruited, which produced a high quality bid.

The company grew very quickly to a total of approximately 120 staff – about half of whom were employees, and the other half a mixture of secondees and consultants. The full contingent of staff was needed up to



the final submission of the Candidature File in November 2004 and the Evaluation Commission visit in February 2005. The numbers of employees for each phase were approximately as follows:

- Applicant Questionnaire submission: 50-60 employees
- Candidature File Submission: 120 employees
- Evaluation Commission visit: 120 employees
- Host City election: 90 employees
- Transition period: 67 employees (44 originally in transition plan)

London 2012 wanted to involve the local community in order to support the bid's public relations activity. As such, positions were advertised in the local press and at local colleges although the response was limited.

### 2.1.3 Appointment of consultants

When consultancy services were required, individual departmental heads made the appointments. The cost of the consultants was taken out of each department's budget. The Legal department devised a consultancy contract request form and these forms were completed and signed by departmental heads and then forwarded to the Legal department for actioning. The contract request forms contained all the information required for the Legal department to draft a contract. Procurement minutes were required from the respective department if the cost of a consultant company exceeded £10,000. If the cost of a consultant company exceeded £150,000 then it was a requirement to follow EU procurement directives, otherwise known as OJEC procedures (see Appendix 2.3).

### 2.1.4 HR function

The initial remit of the two HR consultants was executive recruitment. However, this remit evolved to a broader recruitment and HR function which fulfilled a number of standard HR roles and served to provide guidance and advice on individual and team issues. The HR function was supported by the Finance and Legal departments which assisted in payroll requirements and the drafting of contracts.

Given the short time-frames and deadlines, there was little opportunity for employee training. Therefore, employees had to have the relevant skill requirements at the outset and be good self-starters. In the Finance department, employees were able to combine their role with gaining accountancy qualifications in order to enable them to carry out their functional role.

### 2.1.5 Organisational structure

The structure of the organisation changed three or four times to reflect the changing nature of the work and various phases through the life cycle of the bid. Technical expertise was brought in through the employment of external consultants on either a full-time or part-time basis. See Appendix 4 for full details of the bid team structure. As the company was only in existence for two years, there had to be flexibility in people's willingness to carry out various roles.

### 2.1.6 HR systems and policies

Most records were maintained on manually set-up PC systems. An HR employee handbook was developed in conjunction with the Legal team.

### 2.1.7 Transition arrangements

Soon after the bid company was formed, the bid Chairman recognised that employees may understandably seek work elsewhere before the final decision in July 2005. The Chairman determined that a redundancy scheme should be adopted so that employees could work to the end of July 2005 without having to worry during the final stages of the bid.

The redundancy policy was designed to apply to employees who were made redundant either as a result of an unsuccessful bid or because they were not required as part of the team which would transfer work from the bid company to the OCOG.

To ensure that any redundancy payments under the redundancy policy were not taxable, it was necessary to get a ruling to that effect from Inland Revenue. Inland Revenue subsequently confirmed that the redundancy payments would be construed as one-off ex-gratia payments and that any payments under the policy would be non-taxable.

Employment law required a full employee consultation process to precede the nomination of transition team members. All employees were retained on their contracts until the end of July 2005, during which time they could take any unused 2005 holiday entitlement or be paid in lieu. Following that, any employee who was not on the transition team was given a further one month's enhanced redundancy payment. This provided staff with a cushion of time and money to look for other employment after the election vote, especially as they were required to focus all their time and attention on their work in the final stages of the bid. Consultants' involvement ended as per the terms of their contracts, and secondees returned to their employers.

In a 'lose' scenario, 14 staff would have been required to wind-up the bid company. In a 'win' scenario, 44 staff were identified as being required during the transition phase. However, in reality, this grew to 67.

## APPENDIX 2.2: Internal Finance

### 2.2.1 Objectives

The principal objectives of the Finance team were to implement a system of financial management sufficient to monitor and control both costs and income, and provide timely, relevant financial information to the bid's senior management and primary stakeholder groups. It was also recognised from the outset that the bid was a fixed life project (as opposed to a business) which needed to be highly flexible in its approach while maintaining strong controls to ensure that costs did not overrun. Essentially we wanted to fund as many campaign activities that our budget allowed. The Finance team aimed to provide the support that would allow the rest of the company to concentrate on winning the bid while ensuring that the company stayed within its budget. The accounting company policies and procedures were developed with this in mind.

### 2.2.2 Stakeholders and other key parties

The key company stakeholders were:

- Greater London Authority (GLA)
- Department of Culture, Media and Sport (DCMS)
- British Olympic Association (BOA)

Other key parties:

- British Paralympic Association (BPA)
- International Olympic Committee (IOC)
- London Development Authority (LDA)
- General public

### 2.2.3 Funding and income

There were three main categories of funding for the company: grant income made up the majority, sponsorship income was the second largest category, followed by donations.

**Grant income:** the grant income was provided equally between the DCMS and the GLA. There are two main agreements concerning the grant: the stakeholder agreement and the funding agreement. The funding agreement exclusively concerned the use and provision of the grant income, the provision of information to the stakeholders and the split between basic grant and contingency. The two agreements were negotiated in July 2003 and laid out clear boundaries for information and involvement from the stakeholders. The company was required to provide the stakeholders with monthly management accounts, quarterly cash flow statements (for grant draw-downs) and budget updates.

**Sponsorship income:** the second largest category of income was from corporate supporters/sponsors. This came in two main forms: cash sponsorship and value-in-kind income (VIK). VIK goods and services were valued at fair market value - that is, the cash price of the goods or services on the open market. It was decided that only budget-relieving VIK should be included in the company budget. Budget-relieving VIK was deemed to be those goods and services that were essential to the bid and, should no VIK deal have arisen, London 2012 would have been required to spend the equivalent amount in cash in order to acquire them.

**Donations:** the final category of major income was donations. In particular, London 2012 received a £1 million donation from the Royal Mail and the use of office space in 1 Canada Square, Canary Wharf, as a donation.

**Bank interest:** as London 2012 received grant income in instalments, it was possible to manage cash in such a way as to maximise bank interest receivable.

#### 2.2.4 Budgets and cash flow

As part of the funding agreement we were required to produce an interim budget for the bid. This was produced and agreed in July/August 2003. A second (final) budget was produced in Oct 2003. The company undertook two additional major budgeting exercises during the two years, the first of which took place in March 2004.

The first two budgets included VAT as a cost as the company was not given a VAT recovery status by HM Customs and Excise. Various negotiations took place and we were able to gain a full recovery status. This was fundamental to the company's spending ability as VAT amounted to a significant portion of the total budget. If London 2012 had not won the election it would have had to treat VAT as a cost.

The final major budgeting exercise was undertaken in October 2004. Each budgeting exercise took into account all the variables known at that particular date. So as we secured more sponsorship income or were given a VAT recovery status we were able to amend our spending plans accordingly.

Initially, the budgeting process needed to contend with the uncertainty surrounding the level of supporter income we would be able to raise. Due to the possibility that we would not hit our sponsorship target or exceed the expected amount, management drew up several contingency plans which were incorporated into the budget. The main difficulty with the budgeting process was the uncertainty surrounding the level of income we would be able to raise.

#### 2.2.5 Accounting systems

In line with the size and nature of the company, the accounting systems used during the bid were chosen with an emphasis on simplicity. Advice was taken from KPMG, our auditors, before selecting the accounting software. Listed below are the systems used during the bid:

- Accounting software: standard accounting software was used
- Excel was used for budgeting and reporting
- Payroll was outsourced
- A paper-based purchase order system was operated

#### 2.2.6 Summary of operations

A summary of the functions of the internal finance department has been given below. Due to the nature of the work involved, these activities remained reasonably unaffected by the various stages of the bid's life-cycle:

**Book-keeping:** a substantial part of day-to-day operations was centred on recording and processing financial paperwork (invoices, purchase order forms, etc) and making supplier payments. The controls and procedures involved would be considered standard for any commercial organisation.

**Financial reporting:** this included the production of monthly management accounts for distribution to stakeholder groups; detailed financial analyses in compliance with IOC 'Candidate City' reporting requirements; and the preparation of statutory financial statements.

**Maintenance of bid budget:** actual income and expenditure levels were periodically reviewed, analysed and compared against budget. Departmental reporting packs were also provided to all internal budget holders on a monthly basis.

**Resolution of tax issues:** lengthy negotiations were held with HM Customs and Revenue before the bid company's status as fully VAT recoverable was confirmed.

**Payroll:** the payroll processing function was outsourced. However, the Finance department was responsible for preparing the monthly payroll details, and reconciling the reports received back to internal records.

**Treasury:** a consistently high bank balance required the management of working capital to maximise interest receivable as an additional source of income. Ongoing forecasts of the bid's cash requirements were also produced, as were formal applications to draw-down on grant funding.

**Accounts receivable:** contracted corporate supporter fees and cost recharges were invoiced, and debtor accounts were monitored and managed.

**Other:** other significant functions of the department included value-in-kind accounting, maintenance of the fixed asset register and policing of the procurement policy.

### 2.2.7 Staffing

The department consisted of four permanent positions with the following roles and responsibilities:

**Finance Director:** ultimately responsible for the financial operations of the company and providing overall strategic direction to the company as a member of the Executive Management Committee.

**Financial Controller:** responsible for the day-to-day running of the department, including the activities of the Financial Accountant and Finance Assistant.

**Financial Accountant:** responsible for the production of required financial reports, including monthly management accounts, and the review of accounting controls and procedures.

**Finance Assistant:** responsible for processing financial paperwork and ensuring the payment of suppliers and staff.

Temporary staff were brought in during various stages of the bid to assist the Finance Assistant.

### 2.2.8 Summary

The company tailored its accounting systems and policies to fit the nature of the bid, ensuring that the systems were flexible. The Finance team's approach was one of support. Flexibility was the key to the success of the accounting systems. Maintaining the balance between control and flexibility

was a key issue for the team. Various contingency plans were drawn up to cover all income possibilities (for example, if London 2012 failed to raise the projected amount of income).

## Appendix 2.3: Commercial and Legal

### 2.3.1 Stakeholders' agreement

This is the document which constituted London 2012 Ltd as a joint venture vehicle whose members were DCMS, BOA and GLA. The key issue was to ensure that, within agreed parameters, London 2012 could operate at arms' length from its stakeholders. This was achieved by limiting the number of matters requiring stakeholder sign-off to the sensible minimum (that is, annual budget and business plan and material variations thereto, etc). Also, and importantly, the board was not dominated by 'representatives' of the stakeholders. Ensuring that the requirements to provide information and reports to stakeholders were consistent with the requirements of the funding agreement was important.

### 2.3.2 London 2012 funding agreement

This agreement between London 2012 Ltd, the DCMS and the LDA provided £10m from the DCMS and £10m from the LDA. The key issue was to ensure that regular amounts of money were delivered to London 2012 so that it could plan its affairs with confidence. This was vital to the ability of the management of the bid to operate at arms' length from the stakeholders.

In the interim period between 18 June and 19 August the LDA agreed to stand behind the agreed expenses of the bid. This enabled the bid to become operational before the legal documents were signed.

### 2.3.3 Corporate governance

Each director was required to sign and return their appointment letter and in doing so they agreed to the matters in the letter.

In addition to the appointment letter, each director was also sent a copy of the company's directors' code of conduct. The code of conduct incorporated a number of company policies including an expenses policy, ethics and conflict of interest policy and a communications policy. The code existed to ensure stringent standards of ethical behaviour in compliance with the Olympic Charter, the IOC Code of Ethics, other rules of the IOC and all UK company law requirements relating to directors' duties of skill and care and their fiduciary duties of good faith and honesty.

Accompanying the directors' code of conduct was a four-page summary of information for directors. The summary included information about directors' fiduciary duties, duties of skill and care, and statutory duties. The directors were advised to approach the company secretary or the ethics commissioner with any questions about directors' duties.

The code of conduct established an Ethics Advisory Group, which existed as an independent body and was chaired by an ethics commissioner. The Ethics Advisory Group advised the company on how to properly meet its obligations under the Olympic Charter, the IOC Code of Ethics and the other rules of the IOC and it also gave direction regarding how to carry out duties pursuant in order to comply with UK company law and the directors' code of conduct.

Each director and officer of the company was sent a directors' and officers' questionnaire which collected information about the directors' and officers' other business interests and any past offences/convictions. This information was required to complete each director's Form 288A and also to make an application for directors' and officers' insurance. In addition to the questionnaire, each director was sent a registration form which collected personal information. This information was required for Form 288A and for the company should it need to contact any director or director's family urgently.

The board of directors was required to meet four times each calendar year (more frequently if necessary). The board meetings were chaired by the company's chairman and there were three vice-chairmen of the board. The board structure was determined pursuant to Part F of the stakeholder agreement and the procedures of the board were set out in the company's articles of association.

The articles of association required that directors were given at least five business days' notice of any board meeting. The formal notice of meeting and all board papers (including draft minutes of the previous meeting) were generally sent to the directors at least 14 days before the board meetings. The board papers included a written report from each departmental head which summarised the activities of their department.

#### 2.3.4 Third-party suppliers of products and services

A tendering process was adopted for the procurement of outsourced functions. The principal third-party suppliers were in the following areas:

- IT support
- Production company for the Candidature File
- Public Relations
- Events and conferencing

#### 2.3.5 Procurement

The funding agreement specified that a competitive tender process should be used for all contracts equal to or exceeding £10,000, except where there were compelling and lawful reasons not to do so. It was not allowable to divide a contract into a number of contracts to reduce the value of each divided contract below £10,000.

To ensure compliance with the funding agreement, a procurement policy was drafted and adopted. The procurement policy set out the guidelines which personnel had to adopt when they were engaging with a third party for the purchase of goods or services.

Attached to the procurement policy was a procurement minute which was completed and signed by the head of department when any work with a value of over £10,000 was being procured. The minute contained information about the contracting parties, the date of the procurement, details of services or goods, details of tender process followed and an explanation if the contract was not awarded to the cheapest tender offer.

For contracts valued at £150,000 or over it was necessary to comply with EU Public Procurement Directives which are aimed at ensuring full, fair and transparent competition throughout the EU. When entering into a contract with a value of over £150,000 it was necessary to follow OJEC procedures.

OJEC procedures required the procuring body to advertise the contract in the official journal of the European Community. It was not necessary to follow OJEC procedures when the services or supplies were offered for free.

OJEC procedures can be a time-consuming process and by using a 'central purchasing body' it was possible to fast track them. Both the Central Office of Information (COI) and the Office of Government Agency are central purchasing bodies. Provided that a procuring body (London 2012) procured through a central purchasing body then it was deemed to have complied with the procurement directives.

When procuring goods or services valued at over £150,000 the COI was used, making it possible to allocate a contract in a very short time frame. Going through OJEC procedures without using a central purchasing body would have taken up to three months and many hours of administration.

#### 2.3.6 Insurance

There was an immediate need for directors' and officers' insurance, office contents insurance, public liability insurance, employer's liability insurance, and business travel insurance. A number of insurance brokers were consulted to provide quotes. As the business grew it was necessary to continually upgrade the limits of our policies.

#### 2.3.7 Employment contracts and employee handbook

Standard draft employment contracts were provided. Specifically there were three types of employment contract adopted:

- Basic employment contract in the form of a letter which the incoming employee was required to sign.
- Executive service agreement in the form of a deed for executive employees.
- Executive director service agreement for executive employees who were also statutory company directors.

These contracts (or variations of them) were used by the Legal team for each London 2012 employee.

An employee handbook was created and the initial draft had to be revised significantly to suit the organisation. The employee handbook incorporated the company policies, including an equal opportunities policy, an expense policy, a communications policy, a bullying and harassment policy and a health and safety policy.

A number of employees required work permits in order to work in the UK. Applications for non-EC employees were submitted by a law firm on behalf of the company.



### 2.3.8 Confidentiality agreements

Standard forms of confidentiality agreements were provided by a law firm and the agreements were then adapted. Each consultant and employee of the company had confidentiality provisions contained in their agreements. The confidentiality agreements were used primarily for volunteers or in discussions about procurement of goods or services. In cases where particularly sensitive information was being shared, the relevant individuals were required to enter into confidentiality agreements in their own names.

### 2.3.9 Registration of trade mark

The London 2012 logo was registered as a trade mark and faced no third-party opposition to it during the opposition period.

The IOC required all bidding cities from an early stage (August 2003) to register the word mark of their city, plus the year – ie 'London 2012'. The IOC made it very clear that this was an essential part of the bid. There has previously been resistance from the Trade Mark Registrar to the registration of any such word marks in the UK (for example, Sydney 2000 application was rejected), as they were not seen to be 'distinctive' for trade mark purposes. This has not been the approach taken in other jurisdictions. Nevertheless, London 2012 was able to persuade the Registry that the mark was registrable on the basis of its clear association with the event in 2012 in London.

### 2.3.10 Registration of domain names

Contact was made with Demys (which provides domain name services) to arrange for the registration of various 'London 2012' domain names. It became apparent that the domain name 'london2012.com' was unavailable, having already been registered by a legitimate user. We immediately took action (with the assistance of Demys) to secure the domain name from that user. All other domain names (including blocking domain names) were registered to ensure protection of the brand online.

### 2.3.11 Data protection

The Data Protection Act 1998 sets out various principles about how personal information must be used and stored. London 2012 was advised that it fell within the definition of 'data user' under the Act and that an application to the Data Protection Registrar needed to be made. The registration procedure was fairly simple and mechanical, and involved providing full details of the data user (London 2012). The registered particulars had to be kept up to date and could not be deliberately or recklessly misleading. Holding and using personal data was then only permitted within the terms of the registration. Even though registered, it was an offence to knowingly or recklessly hold/use personal data save as described on the register; use personal data for a purpose not on the register; obtain information from sources not on the register; or transfer personal data to countries or territories other than those which it had stated on the register it intended to transfer such data.

### 2.3.12 Corporate Supporter Agreements

With assistance from a law firm, a standard form Corporate Supporter Agreement was drafted. This was then modified to create a standard agreement for four of the five tiers of corporate supporters – Premier, Major,

Champion and Supporter. A simple letter of agreement was used for the lowest tier of corporate supporter – the Contributor tier.

The Corporate Supporter Agreements granted each corporate supporter the right to use the logo applicable to their tier within Great Britain and Northern Ireland and granted the right to certain other benefits (see section 7 for more detail) in return for their support. Such support could be in the form of cash or value-in-kind. It is important to note that according to IOC rules, the Candidate City is prohibited from commercialising the Olympic symbol in any form and, therefore, the corporate supporter logos must not include the Olympic rings. The Corporate Supporter Agreements also included a clause requiring the corporate supporters not to use any representation of the Olympic symbol, the Olympic motto ('Citius, altius, fortius') or any translation of the Olympic motto or any of the words 'Olympiad', 'Olympiads', 'Olympian', 'Olympians', 'Olympic' and 'Olympics'. The right to use the logo ceased upon the date of the announcement of the 2012 Host City and the Candidate City was prohibited from granting the supporter any automatic or residual rights following the date of the decision.

#### 2.3.13 Trade mark licence

This was a straightforward licence between the BOA and London 2012, allowing London 2012 to use the mark and sub-license it to its corporate supporters on the basis of the IOC's rules for bidding cities (that is, supporters not allowed to use any Olympic terminology or marks, all rights end on date of Host City election and confined to use within the territory).

#### 2.3.14 Ongoing corporate governance

Initially London 2012 had an audit and finance sub-committee. After several months this became the board supervisory committee. These committees met each month in between the months when there were board meetings.

The audit committee was chaired by Mary Reilly (chair of the GLA and partner at Deloitte). The remit of this committee was to supervise the finances of the company and to ensure that proper financial control procedures were in place. The committee was also responsible for supervising the company's procurement practices. To that end the committee ensured that the company set up a formal procurement policy.

The board supervisory committee was chaired by Sir Howard Bernstein (chief executive, City of Manchester) and met monthly. The remit of this committee was set out in the committee's terms of reference which provided that, among other things, its role was to oversee and give direction to the executive management of the company in relation to the company's four remaining major projects, namely: the Evaluation Commission visit, building UK public support, the Singapore presentation, and international relations. The board supervisory committee was charged with overseeing the general management of the bid, including the management accounts and budgets, and took over the responsibilities of the audit committee.

### 2.3.15 Guarantees – general approach

The IOC requires bidding cities to provide a very large number of guarantees (in London 2012's case, approximately 400 from more than 200 different organisations). This was a big task and the department's largest piece of work.

This process has become more detailed, as the IOC have tried to move a lot of technical detail from the OCOG stage to the bidding stage. Their experience is that bidding cities have more leverage with third parties than OCOGs, as people are more willing to assist a bid than an OCOG. The difficulty can be getting third parties to engage or legally commit to anything so far in advance.

Given the leverage issue, the approach we took was to try and secure as many legally binding agreements as possible. Vancouver 2010 had taken the same approach and it had impressed the IOC and put Vancouver in a strong position after winning their bid to host the 2010 Winter Games.

Some of the guarantees were in a form prescribed by the IOC (for example, in relation to providing a clean venue). Others (the majority) were simply requests for guarantees and it was up to a bidding city to interpret them. The advice London 2012 received was to ensure that all guarantees should be in the form requested by the IOC.

In relation to the venues in the Olympic Park which did not yet exist, London 2012 agreed that the stakeholders (BOA, DCMS and GLA) should give the guarantees on the basis that they would be the organisations which would control the bodies that would deliver the venues. This seemed acceptable to the IOC. Please see Appendix 3 for the different types of guarantees for each theme.

### 2.3.16 Host City Contract

The contract covers all aspects of staging the Games. It is non-negotiable, except for the tax provisions which the IOC had said could be amended to ensure they worked to the IOC's and the OCOG's best advantage under the Host City's legislation. A 2012 draft of the contract was issued on 18 May 2004 – the date of the Candidate City announcement.

### 2.3.17 Brand protection

A standard form of letter was sent to third parties when they infringed London 2012's intellectual property (IP). The BOA had a strict brand protection policy which they forwarded to London 2012 as a base model to use. Depending on the gravity of the brand infringement either a formal or informal letter would be sent by the Legal department.

The formal legal letter was used when it was thought that a third party had knowingly and seriously infringed London 2012 IP. This letter demanded immediate removal of the offending matter and pointed out that the offending party was in breach of statute and trade mark law. The letter pointed out that if the prohibited matter was not immediately discontinued then damages would be sought from the infringing party.

The informal legal letter was used when it was thought that a third party had mistakenly used London 2012 IP. This regularly occurred, as there were many parties that did not understand the distinction between supporting the bid and breaching London 2012's IP. Quite often small businesses were not aware that they needed a licence to use the IP.

One of the most frequent brand protection issues London 2012 faced was with property development companies using the London 2012 mark in newspaper advertisements. The property development companies were generally based in east London and it was assumed that they were using the London 2012 IP in order to demonstrate that east London was going to be successfully developed.

The corporate supporter programme meant it was necessary to be extra-vigilant on brand protection matters. The Premier Partners each paid £1m in cash or VIK for the right to use the London 2012 marks. In order to use London 2012 IP it was necessary to sign a formal licence with London 2012. This was required pursuant to the terms of the licence between the BOA and London 2012.

#### 2.3.18 Memoranda of understanding

Several memoranda of understanding were entered into with environmental and consumer groups. These were not legally binding but were a statement of intent at the time of signing.

#### 2.3.19 Joint Venture Agreement (JVA)

The JVA was signed on 18 February 2005 during the Evaluation Commission visit. The JVA was signed between London 2012 and the stakeholders (DCMS, BOA, GLA) and essentially provided commercial freedom for LOCOG and allowed it to operate as a private, self-autonomous organisation. The JVA essentially meant that stakeholders would have sign-off on the yearly budget plan to ensure it was consistent with the seven-year plan. If the budget spend was within the yearly budget plan and consistent with the seven-year plan, stakeholders had agreed not to interfere. The JVA was effective as of the first LOCOG board meeting on 3 October 2005.

#### 2.3.20 Freedom of information

The Freedom of Information Act 2000 (the 'Act') came into full effect on 1 January 2005 and provided for a general right of access to information held by public authorities in the UK. Although the main impact of the Act is on public authorities (of which London 2012 Limited was not one), it had important implications for London 2012 because it would be much easier for any person or company to access information held by public authorities, such as Government departments, the GLA and the LDA, which had been provided by London 2012 or related to London 2012.

The right of access under the Act entitles anyone who makes a written request for information from a public authority to receive that information. It covers any information held by any public authority at the time the request was made and is fully retrospective – that is, it applies to all information provided to the public authority before the Act came into effect and not just information provided after 1 January 2005.

The Act lists a series of exemptions in respect of information which would otherwise be available under the general right of access. The exemption for information provided in confidence (section 41) is the exemption most relevant to London 2012.

London 2012 considered how to protect itself from the disclosure of information by public authorities which it considered confidential – for example, confidential technical information relating to the bid or information regarding the Evaluation Commission visit which was useful to rival Candidate Cities:

- Information audit: determined what information had already been provided to and was held by public authorities. What were the consequences if that information were made public? If London 2012 was aware of specific information which should be held by the public authorities 'in confidence', London 2012 sought written agreement to ensure that it would not be disclosed.
- Internal procedures: London 2012 took steps to prevent unnecessary provision of information to public authorities and determined which information would be considered sensitive or confidential.

#### 2.3.21 Transition planning

The JVA was clearly an essential part of the broader London 2012 transitional plan and safeguarded the status of LOCOG and its independence.

The Olympics Bill provided the statutory remit of the public bodies which would be tasked with delivering the Games. In particular, it set up the Olympic Delivery Authority to deliver public sector obligations for the Games, principally the necessary venues and infrastructure:

- The establishment of the Olympic Delivery Authority, its powers, duties, functions and coordination.
- The delivery of transport needs for the Games, including the necessary preparations in the lead up to 2012.
- Controls of marketing in connection with the Olympic Games, including the protection of Olympic intellectual property, restrictions on commercial association with the Games, the prohibition of street trading and outdoor advertising in the vicinity of Olympic venues and of ticket touting in connection with Olympic events.
- The Mayor of London's power to prepare for and stage the Olympic Games.

## Appendix 2.4: IT support

### 2.4.1 Set-up

The delivery of the office IT support was contracted to an outsourced company that was approached to offer a managed IT service including set-up and remote monitoring services. The company also acted as a hardware reseller and provided a complete one-stop solution for a start-up company. IT staff were sourced and recruited by the outsourcer and contracted out to the site. As virtually all of the office IT services were outsourced, this function became more expensive as the bid company grew.

Initially, London 2012 had a simple security structure with an email system, a print server, a file server and company data file and personal data file systems, plus a back-up to tape solution, all of which was housed in a lockable air-conditioned room.

At first, 10 fixed lines were used for all company telecommunications. Later a personal branch exchange was sourced.

Licences for Windows Operating Systems were included in the purchase costs of new machines (desktop and laptop). The main other licence products included licences for desktop publishing and email. All necessary licences were purchased from the IT supplier under a volume licence agreement.

There was an immediate small-scale need for mobile telephony which was satisfied by purchasing 10 retail boxed handsets on a standard consumer tariff. After several months, the phones were transferred to a business tariff which offered much better calling rates. After BT became the London 2012 telecoms Premier Partner, the business account was migrated.

### 2.4.2 Applicant Questionnaire phase

Aggressive growth took place during this phase. The initial office design scaled well and the onsite resource managed the day-to-day running and upsizing of the company. IT requirements were kept simple, and no specialised software was required.

### 2.4.3 Candidature File phase

A team of architects was brought in-house to help with the Candidature File submission. This radically altered the IT requirements for the office. Storage and back-up became an issue but, although resources were stretched, tight management of resource usage allowed the office to continue to function effectively. It would have been useful to have identified that resource requirement during the build phase of the systems.

Members of the bid team travelled to the Athens 2004 Games and IT support was required for the duration of the stay. Laptops had access to the London 2012 network and staff could therefore access emails and the internet.

#### 2.4.4 Evaluation Commission visit

The Evaluation Commission visit entailed collaborative support with a number of corporate sponsors to provide a remote office environment to more than 50 per cent of the bid staff during the visit. London 2012's telecoms Premier Partner, BT, extended a LAN extension service across to the hotel where the visit was centred, and a complete secured network was set up using consultants from the outsourcer. Additional equipment was hired where necessary.

#### 2.4.5 Host City election in Singapore

Further collaboration with corporate sponsors enabled staff to access the London 2012 network remotely using a 'Citrix' gateway and a terminal server. All communications between Singapore and London were encrypted using a VPN tunnel for maximum security. This gave a much more flexible and useable system than had been the case in Athens. All staff were supplied with new phones with new numbers. Some key members of staff were provided with a back-up phone to cover all eventualities. Laptops were loaned locally and run through the London office firewall. This ensured little data existed on hard drives, thereby reducing the risk of data loss.

#### 2.4.6 Summary

Good relationships were formed with a number of technology partners, including BT, a global software company and a print/reprographics company. These relationships were initiated by the Corporate Relations team and furthered by the IT department. The reasons for these relationships were to reduce IT operational costs by leveraging VIK, and to engage skills not owned by the bid team. This was balanced against a desire to 'showcase' technology and often to test new implementations.

# Appendix 3

Technical knowledge



# Technical knowledge

Appendix 3 examines the approach taken to derive the content of the 17 themes as described in London's Candidature File. Additional details are given on the different organisations that were consulted as well as details of specific agreements that were signed. The 17 themes were:

1. Concept and Legacy
2. Political and Economic Climate and Structure
3. Legal Aspects
4. Customs and Immigration Formalities
5. Environment and Meteorology
6. Finance
7. Marketing
8. Sport and Venues
9. Paralympic Games
10. Olympic Village
11. Medical Services
12. Security
13. Accommodation
14. Transport
15. Technology
16. Media Operations
17. Olympism and Culture

## **Theme 1: Concept and Legacy**

Theme 1 sought to establish a Candidate City's vision for an Olympic Games and how this vision fits into the city's long term planning as well as what legacy is planned for the city.

Initially, this theme considered solely the planning of the Olympic venues but the message emanating from the IOC was that legacy of an Olympic Games was increasing in importance. The IOC had developed a distinct policy towards legacy over recent years and therefore this was regarded as an integral element in the concept behind the London 2012 bid. The content of the theme therefore clearly focused on legacy and sustainable infrastructure/regeneration. There were essentially two strands of work regarding this theme:

- Olympic Masterplan
- Legacy Masterplan

**Olympic Masterplan:** the first step was to engage a group of masterplanners: a consortium of architects, project managers and planning specialists was set up. This consortium was responsible for drawing up a Masterplan of the Olympic Park which would include all the venues and infrastructure needed for London to deliver the Games. It set out the location of the key Olympic facilities and their relationship with transport links, public spaces, the local environment and landscape.

**Legacy Masterplan:** the objective of the Legacy Masterplan was how best to build new neighbourhoods, provide new jobs, create park space and so on after the Games finished. In January 2004, a Legacy Board was established which consisted of representatives from the stakeholders, local boroughs, culture, education and sport. A legacy strategy was developed by a consulting company which analysed a number of different legacy elements (such as tourism, business, sport, etc) and established two legacy streams which would most benefit the bid, namely: sporting legacy and regeneration.

A principle was set by London 2012 that any permanent venue must satisfy one or more of the following criteria:

- Meet the needs of the local community
- Be part of an existing sports development strategy
- Become a national or regional training centre

Three venues had already been earmarked for development even if London were not awarded the Games: the Velopark, Aquatics Centre and Hockey Centre.

A London Olympic Institute represented a real legacy offering to the IOC and the Olympic Games. Located in the Olympic Park, the Institute would consist of:

- An emphasis on sustainable development within London policy.
- A decision to place the bid content within an overarching sustainability theme: Towards a One Planet Olympics. This provided context and coherence to what would otherwise have been an assemblage of diverse technical points.
- The integration of sustainability principles across the bid, especially in relation to legacy.

Environment was integral to the overall legacy concept, specifically:

- An emphasis on sustainable development within London policy.
- A decision to place the bid content within an overarching sustainability theme: Towards a One Planet Olympics. This provided context and coherence to what would otherwise have been an assemblage of diverse technical points.
- The integration of sustainability principles across the bid, especially in relation to legacy.

## Theme 2: Political and Economic Climate and Structure

Theme 2 sought to provide the IOC with a clear understanding of the political and economic climate of the city and an evaluation of the jurisdiction and responsibilities at national, regional and local level when it comes to staging an Olympic Games.

A relatively simple theme to produce, the required content for the Candidature File was achieved through political liaison with a number of central/regional government departments and agencies. This particular theme was very UK- and London-specific and therefore a number of elements will not be transferable to a non-UK bidding city.

The principal sources for developing this theme included:

- Office of National Statistics
- HM Treasury
- parliament.co.uk
- Department for Culture, Media and Sport (DCMS)
- Greater London Authority (GLA)

## Theme 3: Legal Aspects

Theme 3 sought to establish whether a Candidate City and its national, regional and local authorities understand and act in conformity with the rules relating to the Olympic Movement. The content of this theme focused on three areas:

- Protection of Olympic Marks and Symbols
- Guarantees from all relevant authorities
- Empowerment of LOCOG

### Protection of Olympic Marks and Symbols

**Registration of London 2012 Trade Mark:** the London 2012 logo was registered as a trade mark and faced no third-party opposition to it during the opposition period. The IOC also required all bidding cities from an early stage (August 2003) to register the word mark of their city, plus the year – ie 'London 2012'. There has previously been resistance from the Trade Mark Registrar to the registration of any such word marks in the UK (for example, Sydney 2000 application was rejected), as they were not seen to be 'distinctive' for trade mark purposes. This has not been the approach taken in other jurisdictions. Nevertheless, London 2012 was able to persuade the Registry that the mark was registrable on the basis of its clear association with the event in 2012 in London.

**Ambush marketing:** this required two different tranches of work: i) negotiating with the Government on legislation, and ii) negotiating agreements with owners of physical outdoor advertising space such as billboards, on transport and at airports. This theme crossed a number of different Government departments: DCMS as the lead department, Department of Trade and Industry for competition law issues, Department

for Transport in relation to aerial advertising and ability to stop banners being towed, etc. One additional legacy from the bid was a tightening up of the Olympic Symbol etc (Protection) Act 1995 and extension of its remit to the Paralympic Games, which did not have statutory protection.

#### Guarantees from all relevant authorities

The majority of commercial agreements were signed for the Candidature File submission but agreements were still being signed until May 2005.

**Government:** guarantees were sought from as many Ministers as possible, not just from the Prime Minister, in order to get all relevant departments committed to the bid.

**Mayor:** the Mayor's guarantees were sometimes difficult to give because his powers are restricted by statute (the GLA Act). As such, he had to provide guarantees on the basis that the Olympic Bill would ensure there was provision stating that anything required to be delivered by him under those commitments would be *intra vires*.

**Local authorities:** there was an obligation on all local authorities which were involved in the Games to sign the standard undertaking produced by the IOC and to confirm that they would not hold any other important events during the Games. In London, all the local authorities hosting events were asked to sign this (11 boroughs) rather than all 33 boroughs. Each of the boroughs outside London hosting events also signed the guarantee.

#### Empowerment of LOCOG

Joint Venture Agreement: the JVA was signed on 18 February 2005 during the Evaluation Commission visit. The JVA was signed between London 2012 and the stakeholders (DCMS, GLA, British Olympic Association/BOA) and essentially provided commercial freedom for LOCOG and allowed it to operate as a private, self-autonomous organisation. The JVA essentially meant that stakeholders would sign off the yearly budget plan and ensure it was consistent with the seven-year plan. If the budget spend was within the yearly budget plan and consistent with the seven-year plan, stakeholders agreed not to interfere. The JVA was effective as of the first LOCOG Board meeting on 3 October 2005.

**Transition planning: see section 7.**

**Olympics Bill:** it was inevitable that legislation would be required if any city in the UK won the right to host the Games. There were a large number of measures (especially planning, countering ambush marketing and tax exemptions) which either did not exist in current legislation or were event-specific. The aim was to have the Olympics Bill passed as soon as possible after London was elected Host City. The reasons were: i) a number of the provisions (such as setting up the Olympic Delivery Authority/ODA) were central to ensuring delivery of the Games on time, and ii) the enthusiasm for the Games would be higher soon after the election. The aim of the DCMS was also to try to legislate for everything in one Bill, rather than have several Bills over the course of the seven years to the Games.

The Bill provided the statutory remit of the public bodies which would be tasked with delivering the Games. In particular, it set up the ODA to deliver public sector obligations for the Games, principally the necessary venues and infrastructure:

- The establishment of the ODA, its powers, duties, functions and coordination.
- The delivery of transport needs for the Games, including the necessary preparations in the lead up to 2012.
- Controls of marketing in connection with the Olympic Games, including the protection of Olympic intellectual property, restrictions on commercial association with the Games, the prohibition of street trading and outdoor advertising in the vicinity of Olympic venues and of ticket touting in connection with Olympic events.
- The Mayor of London's power to prepare for and stage the Olympic Games.

The aim was to put the Bill before Parliament in autumn 2005 in the hope of it being passed by spring 2006.

#### **Theme 4: Customs and Immigration Formalities**

Theme 4 sought to establish the country's customs and immigration formalities as they related to staging an Olympic Games. This section of the Candidature File was completed by the Legal team.

Discussion took place with different parts of Government, as this theme crossed a number of different departments:

- Home Office for visa policy and gun laws
- Foreign Office (UK Visas) in terms of issuing visas
- HM Customs for import and export
- DEFRA for food and guide dogs
- OFCOM and DCMS for broadcasting regulation

Again this theme was very UK-specific so there will be few transferable elements for a non-UK bidding city. This theme was relatively straightforward for the bid team to complete but two issues that required resolution were:

- The issue of the Olympic Identity and Accreditation Card to all accredited personnel (about 50,000-60,000 people).
- Ensuring that the UK's gun controls did not prevent the Shooting events taking place.

## Theme 5: Environment and Meteorology

Theme 5 sought to establish the general meteorological features of a Candidate City and its surroundings.

Environment was a key theme within the bid strategy from a very early stage. The emphasis was on sustainable development within London 2012 policy and a recognition that London and UK have a leading global role in this field and could gain competitive advantage in this theme. The specific approach on this theme had the following elements:

- Thorough, technical studies of the principal Olympic site.
- Emphasis on wider sustainability approach, not limited to 'green' environment.
- Integration of sustainability principles across the bid, especially in relation to legacy.
- Awareness of the international dimension and a need to appeal to wider Olympic movement.

### Key activities

- Formation of London Olympic Games Environment Commission (LOGEC) in 1998.
- Detailed appreciation of what goes to make up a 'green Games' and, crucially, a good knowledge of the IOC policies involved.
- Emphasis on an approach based around sustainability and related to issues of global concern, notably climate change.
- Establishment of Environmental Advisory Group which met approximately every two months to pool ideas to develop strategy and comment on early drafts of the theme content.
- Securing supporting statements from WWF and BioRegional for planning decision and presentation to plenary planning meeting in September.
- Securing VIK support from three environmental consultancies to conduct Environment Impact Assessments and provide Q&A.
- Input to London Development Agency (LDA)/Masterplan working groups on strategies for discharging planning consent.

### Key relationships

The most distinctive aspect of London 2012's environmental work was the relationship built with environmental and sustainability organisations. This was hugely important for gaining public support and for reinforcing the credibility of the environmental proposals.

### Key partners were:

Local:

Lea Rivers Trust and other participants in the Environmental Sub Group of the Matrix Group. Most public consultation was done via the Masterplanning team.

London: GLA environment teams  
LDA sustainability team and Masterplan team  
Environment Agency  
English Nature  
English Heritage  
Lee Valley Regional Park Authority  
British Waterways  
London Sustainable Development Commission  
Groundwork  
London Sustainability Exchange  
Government Office for London Sustainability Unit  
London First  
London Remade  
BioRegional  
Building Research Establishment  
Upstream

National: World Wildlife Fund  
SD Commission  
Department for Environment, Food and Rural Affairs (Defra)  
Department for International Development  
Society for the Environment  
Institute of Ecology and Environmental Management  
Chartered Institution for Water and Environmental Management  
International Institute for Environment and Development  
Wildfowl and Wetlands Trust (London Wetlands Centre)

Additional value was sourced from:

- Defra: paid secondment
- Engineering and environmental consultant: Environmental Impact Assessments for non-Olympic Park venues
- Property and infrastructure consultant: Environmental Impact Assessment summary for Olympic Park venues
- Sustainability consultant: hosting Environment Forum and analysis of bid books
- Miscellaneous: input from non-Governmental organisations, statutory agencies and corporate partners

### **Theme 6: Finance**

Theme 6 sought to establish the reasonableness of the financial plan/ budget developed to support the operations of the Olympic Games, and the relevance of the financial guarantees provided to ensure the financing of all major capital infrastructure investments and to cover a potential shortfall by the OCOG.

It was therefore important that Games Financial Planning gained an understanding of the overall Games finance picture in order to ensure that the Government's funding package fitted seamlessly with the OCOG budget.

### General approach

It was essential that detailed knowledge of the budget remained within the organisation. This was important during the development of the budget as Games Financial Planning needed constant contact across all themes to ensure that all changes affecting cost were captured. That said, the contribution from industry experts was essential. The approach was based on the following three tenets:

- Rigorous: triangulation of data where possible, using UK, Olympic and worldwide experts
- Prudent: ample provision made for contingencies
- Exhaustive: ensure every element was accounted for

### LOCOG budget

An early understanding of the LOCOG budget was essential in order to ensure that revenues submitted in the Applicant Questionnaire were in keeping with a balanced budget. The first key task of the financial planners was to analyse the Arup Report, the PwC risk analysis of the Arup report and the resulting proposed Government funding package. A first draft LOCOG budget was constructed in November 2004 and was continuously developed as detail was added and knowledge gathered.

The Candidature File was submitted in November 2003 and included a summary budget table. The Comprehensive Data Book, although not required by the IOC until January 2005, was meant to provide the detailed information to the budget in the Candidature File and as such the detailed models for the Comprehensive Data Book needed to be completed by the time the Candidature File went to print.

Revenue and expense modelling and projections were made on the following items. Many of these areas required additional expertise from external sources:

Revenue	Expenditure
IOC contribution	Sport events
TOP sponsorship	Olympic Village
Local sponsorship	IBC/MPC
Ticketing	Games workforce
Licensed merchandise	Technology
Coin programme	Ceremonies and Culture
Philately	Medical
Disposal of assets	Catering
Subsidies	Transport
	Security
	Paralympic Games
	Advertising and promotion
	Administration
	Pre-Olympic events and coordination
	Contingency



### Non-LOCOG capital investment

The non-LOCOG budget was split as follows:

- Roads and railways
- Sport venues (competition venues, training venues)
- IBC/MPC
- Olympic Village
- Olympic Park infrastructure

Sport venues, IBC/MPC and Olympic Village costings were coordinated by London 2012 (working with consultants and architects).

### LOCOG capital investment

A sport services company undertook the detailed costing of all the venues including temporary construction, furniture, fittings and equipment.

### Cash flow

Cash flow was compiled based on information from the IOC in relation to when LOCOG would expect to receive the IOC contribution, and historical data on timing of each expenditure activity. Cash flow also took into account interest costs and interest income where applicable.

## Theme 7: Marketing

Theme 7 sought to establish a Candidate City's understanding of the complex intricacies involved in the development of a successful OCOG marketing programme. In order to derive the content of the theme, it was necessary to form a working group which incorporated other members of the London 2012 team beyond the Marketing team, including representatives from Finance and Legal.

### Joint Marketing Programme (JMP)

The JMP required a negotiation process between the BOA and London 2012. The BOA, as a member of the IOC, have special dispensation to market the Olympic rights. The JMP, a standard form contract and IOC requirement, enabled London 2012 to market the Olympic 'brand' for the duration of the OCOG in return for compensation to the BOA for lost revenue as a result of not being able to market those rights for itself. Although not a requirement, a Joint Marketing Agreement was also agreed with the British Paralympic Association (BPA). Additionally, the National Governing Bodies (NGBs) signed an anti-ambush undertaking as set out in the Joint Marketing Agreement.

### Ambush marketing

**Olympics Bill:** another requirement is for the host country to enact legislation that protects Olympic symbols and terminology from ambush marketing. Legislation existed through the Olympic Symbol etc (Protection) Act 1995 but the Olympics Bill was designed to provide additional protection. See Theme 3.

**Outdoor advertising:** This consisted of guaranteeing three types of outdoor advertising:

- General outdoor advertising space
- Public transport advertising
- Airport Advertising

Meetings were initially arranged with industry bodies (such as the Outdoor Advertising Association) which provided background information on the bid in order to gain their support. Poster contractors were then approached directly with regard to securing advertising space at a fixed price and standard form agreements were negotiated. The negotiated agreements covered around 99.75 per cent of the advertising spaces in London.

#### Olympic image

Research was carried out which analysed the 'look and feel' of previous Games.

#### Revenue generation: sponsorship, ticketing and licensing

These are the three main drivers of external OCOG finance and therefore it was important to evidence how these could be maximised. This essentially involved producing revenue forecasts for each, and required close liaison with the Finance team.

The forecasts for the three revenue streams were based on the following methodology:

- Extrapolations/trends from previous Games
- Local market characteristics specific to London
- Size and potential of the UK market
- Input from specialist consultants

In terms of domestic sponsorship (that is, outwith the TOP programme), the principle was to attract three tiers of sponsors (Premier, Major, Champion) who would contribute cash or VIK or a combination of both.

Ticketing forecasts used specialist input from Ticketmaster. It is worth noting that a balance needs to be struck between achieving high sell-out rates and maximising revenue for the OCOG. Additional breakdowns were calculated by sport, by venue and by stage of competition (such as qualifying v finals) and comparisons were also made with existing sports events in the UK.

Anticipated revenue forecasts from licensing used expert advice from EML Licensing. A commemorative coin programme was also established with the Royal Mint.

### Lottery for the Games

A note was included to clarify that any income from the Lottery would be used to fund the development of the venues for the Games and not used as an additional revenue stream for the OCOG.

### Sponsor hospitality

There was close liaison with the Sport team in order to ensure that sponsorship hospitality areas were adequately provided for in venue plans.

## Theme 8: Sport and Venues

Theme 8 sought to establish a Candidate City's detailed plans for sport and venues including venue location, competition schedule, venue layouts and so on.

### Venue locations

Work on proposed locations of venues started much earlier than the launch of the bid and went through a number of iterations. The IOC's response to the Applicant Questionnaire submission raised some concerns over the location of some venues. These concerns were taken on board and some venues were subsequently changed. See sections 3 and 4.

The Sport team identified which venues would be suitable and letters of intent were sent to the existing venues, with the assumption that full rights would be given for the non-existing venues (as they would be developed by the stakeholders). These were not legally binding in principle but were a first step towards venue use agreements which would be legally binding. The venue use agreements required each venue owner to guarantee that during the Games it would grant the OCOG exclusive use of the venue and respect its commercial rights and that it would comply with the clean venue appendix which was attached to the guarantee. Although not an IOC requirement at this stage, venue use agreements were negotiated with all the existing venues.

It is worth noting that the Paralympic Games adds a significant length of time to the venue use agreement. The finalisation of the Paralympic proposal was done in the same timeframe as the Olympic proposal.

### Venue layouts

A total review of International Federations (IFs) and sports venues was conducted in conjunction with the NGBs. A consortium won the tender to create the Masterplan for the Olympic Park and pulled together the initial sports plan, which went through a number of iterations. One venue was added later – for Fencing, with a total of 12,000 seats – replacing a Paralympic Tennis venue. The three arenas planned for the Park saw their initial capacities increase following discussions with the IFs. The bid needed to take the overall strategic view and often this meant juggling the sports and venues available to create the best overall proposal, taking into consideration competition schedule, legacy use, prestige of the sport and UK popularity.

### IF requirements

The IOC's manual detailing IF requirements for the 2012 bidding process was high level; therefore it was necessary to establish the specific requirements of each IF. It was important to establish a good relationship early on with the IF so that the architects could be given a clear steer on their current thinking about layout/design. The IFs were shown clear and detailed plans of their proposed venue in order to develop an understanding of the operational issues around both the venue and sport. The location vis-à-vis the Village and other venues, proximity to central London, seating capacity and legacy were all important issues for IFs. Alongside this was understanding the needs of both International Technical Officials and National Technical Officials, and the issues surrounding minimum stay. Consent letters from each IF agreeing to the plans were all obtained by the Sport team in the course of their discussions.

### Theme 9: Paralympic Games

Theme 9 sought to establish a Candidate City's plans for the organisation of the Paralympic Games. Initially there were a number of views as to how the Paralympic Games theme should be managed within the context of the bid but it became clear that a fully integrated approach to both Games reflected the wishes of the IOC as well as resulting in synergies and efficiencies of scale with the Olympic Games.

### Key stakeholders

The Government, the Mayor (GLA) and the BOA were all Paralympic supporters and practically committed to people with disabilities and the inclusion agenda. In addition to the three key stakeholders, engagement of other disability groups helped form the Paralympic plans, including:

- British Paralympic Association
- International Paralympic Committee
- London 2012's London Organisations of Disabled People Group
- GLA Access Forum

### Theme content

The fully integrated approach meant that the Paralympic theme, which centred on dates of competition, schedules and venues as well as on transport and accommodation, interfaced with a number of other themes:

**Olympic Village:** access consultants had been used for the Olympic planning application although it was necessary to utilise others with Games experience who understood the mutuality between design, Games use and legacy use. It was decided early on to provide a 100 per cent accessible Village in order to fulfil the vision of fully inclusive Games. It was possible to accommodate athletes and their support staff on the first three floors of 10 of the 17 blocks: very few athletes who use wheelchairs for daily living would need to be located above the ground floor.

**Transport:** Transport for London (TfL) was best-placed to deliver on the Paralympic component.

**Sport:** the initial view was that the Paralympic Games were another sub-division of Sport. However, it was then acknowledged that the Paralympic Games were an event in their own right. The increased use of temporary venues posed a challenge for Paralympic venue plan designers and operators, particularly in terms of spectator services.

**Legal:** the main areas of work centred on the issues of visas and immigration and the importation of guide dogs and other help dogs, and were easily resolved. The other major legal issue was to ensure that the Joint Marketing Agreement was signed with the BPA. The bid had to ensure that all the guarantees for venues, accommodation and other resources covered the 60-day period of both Games and not simply restrict agreements to the Olympic Games only. A trend within the Paralympic Games was the introduction of new sports and a reduction/erosion of other sports. This meant that all venues needed to be provisionally reserved as IPC requirements might change after the submission of the Candidature File and after the Games had been awarded.

**Olympism and culture:** cultural affairs formed part of the Paralympic discussions, in particular artistic works and education. The BPA's existing Paralympic curriculum proved a useful tool and valuable relationships were established. The commitment to use disabled artists in both the dramatic and visual arts was another first for an Olympic bid.

**Finance:** as also expressed in the Olympic Village theme, there was a high degree of integration of budgets. The level of detail had to strike the right balance between Government contribution and income generation to show what might be possible for future Games. The 100 per cent subsidy of other bids did nothing to enhance the value of the Paralympic Games.

**Other themes:** these incorporated appropriate statements about the Paralympic Games which demonstrated an understanding of the inclusive agenda.

### **Theme 10: Olympic Village**

Theme 10 sought to establish a Candidate City's plans for an Olympic Village including location, layout and post-Games use.

The Olympic Village is such an important component of the overall bidding process that the IOC publishes a specific technical manual giving the requirements for this special venue. However, the technical manual was regarded as giving the minimum requirements rather than what was expected. The Village is one of the most significant parts of any bid in terms of cost, programme and delivery.

### Approach

The approach taken to assemble an optimal Village proposal involved a number of stakeholders, combined with the use of key industry experts. The Paralympic expert was also the theme owner for the Olympic Village, and the degree of overlap proved advantageous.

The contribution of the Athletes' Advisory Group was also important in testing what athletes felt was important and helped refine the plans. This also gave important credibility when it came to the Evaluation Commission visit.

Commissioning and managing the development of the Village plans was split between London 2012 and the LDA.

### Stakeholders

A number of important stakeholders were directly involved in the evolution of Village plans although London 2012 took a clear lead role in the design and operations of the Village.

The LDA took the lead on securing planning permission and, through commercial discussions with Stratford City (a consortium of infrastructure and development companies), progressed the development of adjacent land, which included the southern half of the Village.

London 2012 was party to a three-way heads of terms agreement between the LDA and Stratford City which helped to create a framework for engagement and delivery of the Village.

London 2012 needed some certainty for the Candidature File and the LDA and GLA helped broker and agree a leasing arrangement which created an acceptable commercial framework. This was based on London 2012 paying a leasing fee which was equivalent to covering 'abnormal' costs due to the Olympic and Paralympic Games timeframe – that is, financing costs and other costs associated with an accelerated programme; the need to have all the development ready at once; the time needed for Games use; and conversion to legacy mode.

The LDA also led on site assembly and relocation discussions and acquired a strategic interest in the Village site when it purchased the East London University holdings. This was an important step forward as ownership of the land and increased confidence with regard to delivery were two critical aspects of the Village plan for the IOC.

The main forum where all planning, commercial and deliverability issues came together was the Masterplan Reference Group (MRG). This senior body spearheaded the issues and took responsibility for resolving them. The MRG met once every two weeks and included the GLA, London 2012, the Government Office for London, the DCMS and the LDA.

### Village design and integration

The design of the Village was undertaken as part of the same instruction as the wider Olympic Park Masterplan.

A number of potential locations for the Village had been considered early on in the process. The Stratford City site was selected because of its ideal location and the need to integrate the Village and the Park to optimise security and logistics. Development of about half of the site was already being pursued by a Government/private sector consortium as a major regeneration opportunity.

The brief for the design team was to take the existing Stratford City Masterplan and see how best to optimise the need for a world-class Village with a sensible and high-quality legacy plan. The architects had little experience of Olympic Villages and their operational requirements, therefore specialist input from Village and Paralympic experts within the London 2012 team was critical in developing a solution which worked well both in Games and legacy modes.

In addition to the overall Masterplan, the Village design work included a series of detailed apartment layout plans/cross-sections and visuals and perspectives of what the Village might look like in Games and legacy modes.

London 2012 employed two professional access and inclusive design specialists for the Masterplan and Village design work.

### Conclusions

The Olympic Village proposals were developed as a collaborative effort between a range of stakeholders working with staff and consultants. A number of critical issues came together which had an impact on other themes, including security, technology, the Paralympic Games, infrastructure and access, planning and so on.

Many of the more complex aspects of the Village plans that were outside the direct control of the London 2012 team were dealt with by the LDA and the GLA. These stakeholders proved to be very supportive throughout and created a manageable interface between the four local authorities, affected businesses/residents and other stakeholders.

### Theme 11: Medical Services

Theme 11 sought to establish a Candidate City's ability to provide a health system adapted to the needs of the Olympic Games which at the same time will not affect the normal health operations of the city. The theme also sought to determine whether a city can establish a doping control system consistent with the Olympic programme and WADA.

This theme is diverse and impacts on a number of other themes. However, the distinctive characteristics of any British bid in respect of healthcare are the inclusion and involvement of the NHS and the complexity of the UK's healthcare landscape. The approach taken was to set up a working group with relevant industry and event experts. This group consisted of experts from:

- DCMS
- BOA
- London Hospital
- Drug Control Centre
- Department of Forensic Science and Drug Monitoring
- Health Protection Agency
- London Ambulance Service
- North East London Strategic Health Authority (NELSHA)
- Sussex Centre for Sport and Exercise Medicine, University of Brighton
- Homerton University Hospital

The medical theme consisted of the following:

#### Impact on National Health Service

Work was undertaken to anticipate the social issues after the Games: in other words, what impact will the Games have on London's and the UK's health landscape and what impact will they have on sustainable development? This was done through the inclusion of relevant metrics and indicators to forecast the effect of the Games on London. A Health Impact Assessment was carried out on the Olympic Park which confirmed the need for an environment which consisted of good-quality park areas with walking and cycling routes.

Before the London Olympic Institute (LOI) had been conceived, plans had already been drawn up to develop a Centre for Sports Medicine that would serve as a legacy after the Games. However, it was decided that the Centre for Sports Medicine should represent one of the three pillars of the LOI.

#### General infrastructure and operational medical services planning

The key to developing this aspect of the theme was to thoroughly understand the complex structure of the healthcare landscape and to streamline the chain of command in the NHS. In addition to the Working Group, a number of other health bodies were consulted and used to commission research on London's plans, namely:

- Regional Public Health Group London
- London Health Commission (chaired by the GLA)
- London Sustainable Development Commission
- NELSHA



There were essentially two principal guarantees required for this theme. First, that the city of London would pay for all the operational requirements of the Olympic and Paralympic Games. Second, a reciprocal guarantee from HM Government that the development of medical infrastructure would be in line with the city's overarching plans for health service provision.

#### Emergency services overview

The emergency services landscape within London is highly complex. There was a need to explain how the relevant parties would be coordinated through an integrated approach with appropriate chains of command. It was also important to demonstrate that sufficient response could be drawn upon for any eventuality while at the same time avoiding the diversion of resources away from maintaining the rest of London. The London Ambulance Service identified 'blue light' routes from venues to nearby hospitals. Voluntary organisations including the British Red Cross and St John Ambulance were also consulted and their numbers were included in the Candidature File using the model from the Manchester 2002 Commonwealth Games.

#### Prevalence of natural disasters

This element required little input given London's low-risk status.

#### Anti-doping procedures

Anti-doping services are run by the IOC during the Games. It was necessary to demonstrate that the UK is a signatory to the WADA code and that WADA-approved facilities would be made available to carry out the analysis of samples.

#### Equine health

HM Customs provided input regarding the importation and exportation of animals and DEFRA demonstrated that the UK was essentially free of any equine diseases.

### Theme 12: Security

Theme 12 sought to establish whether a Candidate City possessed the necessary infrastructure to guarantee total security, discreet but efficient, and to provide a safe environment in which the Olympic Games could take place.

A number of working groups were established in order to develop the content of this theme:

- MPs working group (including London boroughs and specialist departments)
- Emergency services liaison (London Ambulance Service, London Fire Brigade, London Resilience)
- London 2012 internal security working group
- Private sector liaison
- Links to transport and design groups

Important relationships were also developed with the following key organisations and sectors in order to develop the security proposals:

- Home Office
- Metropolitan Police Service
- Borough police
- Security Service (MI5)
- Private sector

Two clear and key threads of work for the completion of Theme 12 emerged:

- Devising, developing and finalising the security staging structures and plans for an Olympic Games.
- Conducting research for inclusion in the Candidature File.

### **Theme 13: Accommodation**

#### **Approach**

London hoteliers to support the bid. Following this, members of the Legal team negotiated guarantees and contracts for accommodation with all interested hoteliers.

In terms of student accommodation, a presentation was given to the members of the London Forum in the Higher Education (HE) sector asking for HE institutions to commit en suite accommodation in support of the bid. Again, guarantees were negotiated with the individual institutions. Once it was established which hotels and HE Institutions were supporting the bid, the locations of the various hotels and halls of residences were plotted on MapPoint software to form the accommodation maps required for the theme.

The London accommodation market has a greater supply than the recent Games Host Cities of Sydney, Vancouver and Salt Lake City so the key terms of the agreements were adapted appropriately. The key clauses in respect of room availability, reasonable rates and no minimum stay requirements were drafted according to the IOC requirements set out in the Theme 13 questionnaire.

#### **Accommodation agreements**

The agreements that were signed with London hoteliers and HE institutions were based on the accommodation agreements that had been approved by the IOC in respect of the Sydney 2000 Summer Games and the Salt Lake City 2002 and Vancouver 2010 Winter Games. Three categories of guarantee were required by the Candidature File:

- From the National Tourist Board: this guarantee was of the UK's hotel rating system, London's hotel room inventory and the list of total hotel room capacity. The guarantee was procured from the Chief Executive of Visit Britain with the addition of references to the relevant section of the theme setting out the UK hotel rating system, the inventory and the number of rooms in London.

- From individual hotels: these guarantees covered room availability, room rates, minimum stay requirements/block room waves (if applicable) and price controls. These guarantee letters were procured for hotel chains and individual hotel properties using wording based on the standard guarantee drafting. In addition, binding contracts were negotiated and signed by many of the hotel chains, based on the contracts approved by the IOC for the Salt Lake City and Vancouver Games and containing many detailed terms relating to the accommodation needs of the Olympic Family.
- From suppliers of 'other accommodation' (that is, accommodation other than hotels such as cruise ships and student accommodation): these guarantees covered use of such accommodation, possession and vacation dates, rental costs (if any) and financial guarantees for any required upgrade to the buildings (if applicable). Guarantees were procured from Fred Olsen Cruise Lines for the rental of an 800-berth cruise ship in Weymouth Harbour for the duration of the Olympic Games and from all the bodies operating/managing the university halls of residence listed in the hotel inventory.

The support of the British Hospitality Association was particularly important in securing the commercial agreements from the hotels.

#### Theme 14: Transport

Theme 14 sought to establish a Candidate City's transport network and operational plans for the Olympic Games.

The Olympic Transport Strategy team was set up by TfL in the very early days of the bid and delivered a comprehensive, professional and compelling transport plan that ultimately had the support and buy-in of all the key stakeholders. The Mayor set up an Olympic Coordinating Group comprising key London stakeholders: TfL, GLA, LDA and DCMS.

#### TfL Olympic Transport Strategy (OTS) team

The OTS team was set up ahead of the bid company, London 2012. The Mayor asked TfL to appoint an OTS team from within its planning directorate. The team took a strong lead on transport matters from this point, developing programmes, costs, schedules of activities, IOC milestones, organisational requirements and stakeholder management, and identifying deliverers of requirements. Engineering consultants were appointed by the OTS team to develop a project execution plan.

#### Olympic Transport Strategy development

The following activities were undertaken to support the development of the overall OTS:

- Development of the transport strategy for the Olympic Family.
- Identification of transport requirements for the Olympic Park for use by the masterplanners.
- Desktop research using documents from previous Games.
- Fact-finding visits to Athens and Manchester by OTS team members.

- Funding for the OTS team successfully negotiated with DCMS.
- Outline transport strategy presented to external groups.
- Development of service levels and costs for Olympic Family and spectator plans.
- Modelling of spectator transport to confirm capacity availability.
- Cost profile for all transport projects agreed with DCMS and London 2012.
- Venue transport plans produced for each venue and client group (Media, Athletes and Technical Officials) and addressing key issues such as freight and the Olympic Route Network.

The OTS was signed off by key stakeholders including:

- Strategic Rail Authority
- Transport for London
- Department for Transport
- Department for Culture, Media and Sport
- London 2012

Memoranda of understanding and guarantees were struck with the main providers of services under the OTS. These were in the main coordinated by TfL and a list forms part of the Candidature File. Consultants carried out a value engineering exercise to validate and optimise the cost-effectiveness of the proposed transport schemes.

#### Transport modelling

Computerised models were developed to demonstrate:

- The impact of the Olympic Route Network on background road traffic throughout London.
- The acceptability of traffic levels on the redesigned Olympic Park loop road.
- The flow of vehicles within the Olympic Village Internal transportation network.
- Pedestrian flows at key Olympic stations and within the Olympic Park.

#### Theme 15: Technology

Theme 15 sought to establish a Candidate's City's ability to provide the necessary infrastructure to support Games technology with a specific focus on telecommunications requirements.

The main challenge in developing this theme was the significant time-lag between the submission of the bid and the delivery of the Games. As a result, there was a large degree of uncertainty regarding technological advances and the technology landscape over this period.

The principal areas that were addressed in the Candidature File were:

- Telecommunications infrastructure
- Spectrum management
- Regulatory framework

A working group was assembled, consisting of thought leaders who were experts in the relevant technology fields, in order to scope out the telecoms infrastructure and spectrum management elements of the theme. This working group consisted of representatives from BT, Imperial College and the Office of Communications (OFCOM), among others.

The working group pursued two strands of work: production of content for the theme and visioning and showcasing ideas for the future. While the theme was strategically of relatively little importance to the bid, its development was a good tactical move as it meant a great deal of thinking for the Games had been done well in advance.

The Athens Observer Programme proved very useful. The Programme consisted of a mixture of guided tours and access to the main technical areas of operations. It provided a good input to the technical themes of the bid. Valuable information was obtained on operational processes and the problems encountered. Experience was also gained from those who had delivered the 2002 Commonwealth Games in Manchester, and from previous Official Reports.

The theme impacted on many sections of the Candidature File, including security, environment and transport.

### **Theme 16: Media Operations**

Theme 16 sought to establish a Candidate City's ability to ensure that accredited media at the Olympic Games would be provided with appropriate facilities and services to ensure the best possible media coverage of the Games.

The IBC/MPC was initially designed as a wholly integrated facility in line with the recommendations of the IOC Media Guide and the Games Study Commission. However, there were concerns as to whether a combined facility would be a viable proposition to accommodate all of the media so extra space was created to permit separate catering areas for broadcasters and written press. The decision was taken to have a co-located facility in the Olympic Park.

The location of media facilities, competition venues, media accommodation and transport options were all planned in parallel.

## Theme 17: Olympism and Culture

Theme 17 sought to establish a Candidate City's plans regarding culture and education, including the ceremonies and events associated with the sport competitions, to ensure that the blend and culture expressed the true nature of the Olympic Games.

### Approach

The challenge for the Culture and Education team was to find ways to respond to the fundamental aspirations of the Olympic Movement while at the same time creating a set of unique proposals that enhanced the bidding process and contributed to the development of an engaging and credible bid for London. In developing a winning formula for the Games in London, it was the Olympic Charter itself that provided the impetus for London to display one of its great assets – its dynamic cultural life.

### Key work streams

In developing and delivering the cultural programme, the following work streams were prioritised:

- A Culture and Education Advisory Committee was created, drawn from all sectors of the cultural and education communities (both national and local institutions and individuals, including representatives from disability culture and education).
- A Stakeholders Steering Committee was created, which included membership from Arts Council England, the British Council, Creative London, DCMS, Department for Education and Skills (DfES), GLA, Heritage Lottery Fund, LDA, Council for Museums, Libraries and Archives, and London 2012. This committee assisted the team in developing ideas and securing support for the Games through relevant stakeholder bodies. Critically, this included additional financial resources from the Arts Council and DCMS which were essential in enabling the team to develop and deliver the proposals outlined in the theme.
- Creation of a cultural legacy work stream, comprising representatives from the Olympic boroughs of Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest and the London and UK-wide cultural and education sectors, to develop a matrix of initiatives for the legacy outcomes of both the bid and the Games.
- Strategic alliances with industry partners to aid the delivery of key initiatives, including the British Council, Sport England, Liverpool City of Culture, BBC and other media channels.

### Theme content

Key programmes included:

- Olympic FriendShip, launched at the end of Beijing 2008: a full-sized, ocean-going clipper on a four-year voyage around the world
- World Cultural Fair
- Festival of World Youth Culture
- International Shakespeare Festival
- Five Rings Museum project: a series of museum and gallery partnerships
- Olympic Proms
- Five-day Olympic Carnival to maintain the celebratory momentum in the lead up to the Paralympic Games
- London Olympic Institute, uniting sport, culture, health, education, the environment and the local community, and embedding the ideals of the Olympic Movement in a practical long-term legacy of learning, empowerment and research
- Torch Relay visiting the home countries of Nobel Peace Prize winners before focusing on the UK
- Opening and Closing Ceremonies
- Focal points for popular celebration: Victoria Park in east London, Hyde Park in west London, Trafalgar Square and Covent Garden in central London

### Legacy

Culture was one of nine work streams identified across the London 2012 legacy agenda. It was important in capturing and reflecting the opportunity provided by the Olympic Games to leave a lasting cultural legacy among the communities, cultural institutions and creative industries of the Olympic boroughs, across London as a whole and nationally. These focused primarily on the following two areas:

- **Education framework:** in July 2005, the five Olympic boroughs produced a framework with the aim of transforming the lives of learners. It was targeted at young learners to the age of 19, but had applications and linkage to the wider world of learning.

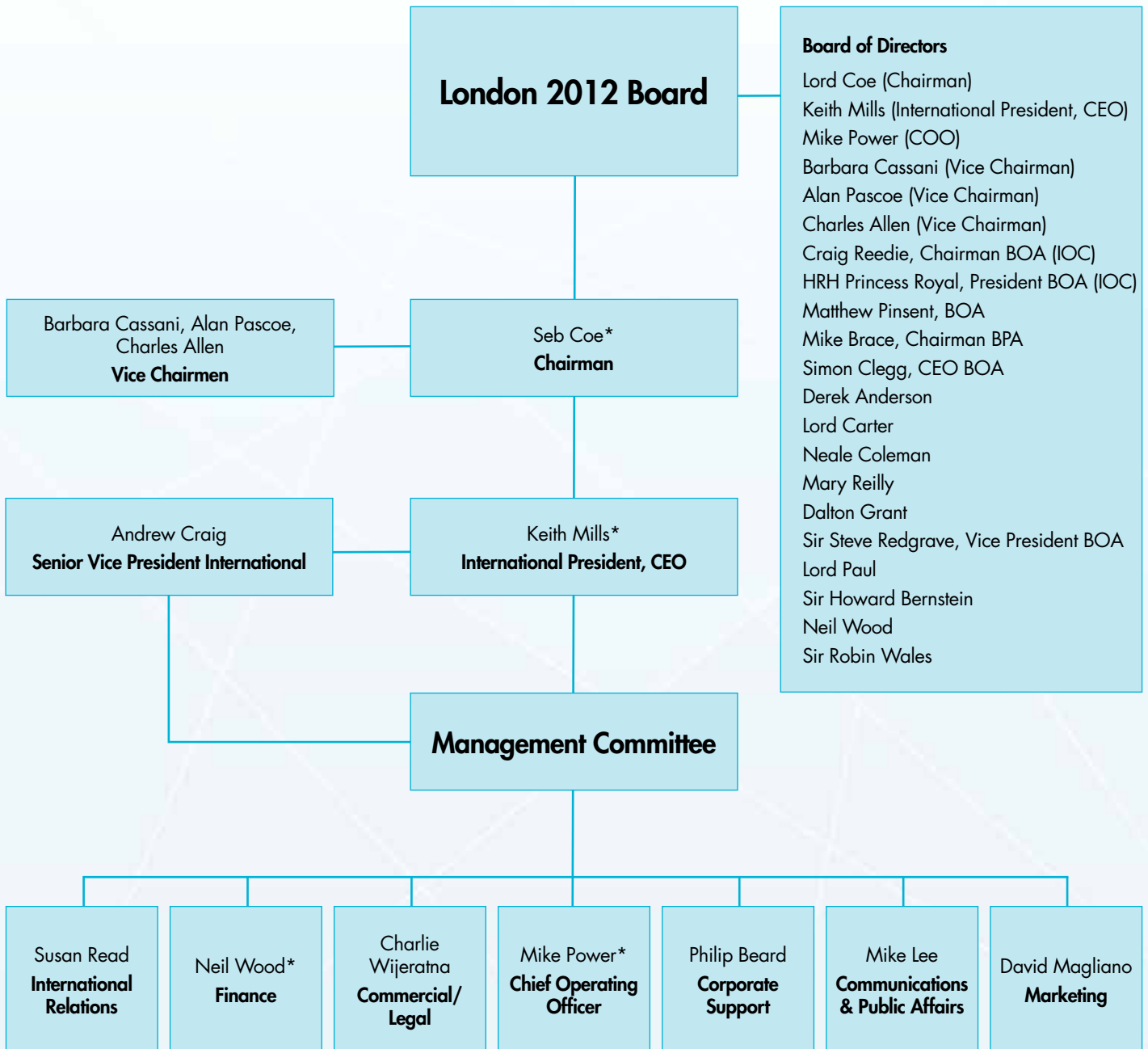
- **London Olympic Institute (LOI):** it was planned for London to capture the legacy that the Games would leave for the Host City, host country and the Olympic Movement through the creation of a dedicated London Olympic Institute uniting sport, culture, health, education, the environment and the local community. The Institute would be created from a set of independent partner organisations and would initially have three core strands:
  - Institute of Sport: the new headquarters for the London region of the English Institute of Sport (EIS), offering world-class support to elite athletes and NGB performance programmes across the region from one major hub site.
  - Sports and Exercise Medicine Centre: a leading integrated centre of medical excellence in the diagnosis, treatment and rehabilitation of high-performance athletes.
  - Olympic Research Centre: offering new opportunities for research, training and development across sport, culture, education, health and the environment. It would also provide a permanent home for the significant body of economic, social, cultural and environmental expertise left as a legacy of the Games.

The proposals for the LOI were developed jointly by a consortium of partner organisations including the DCMS, DfES, Department of Health, NHS, London Higher, Sport England, EIS and UK Sport, working closely with local authorities and agencies in east and south-east London and the BOA.



# Appendix 4

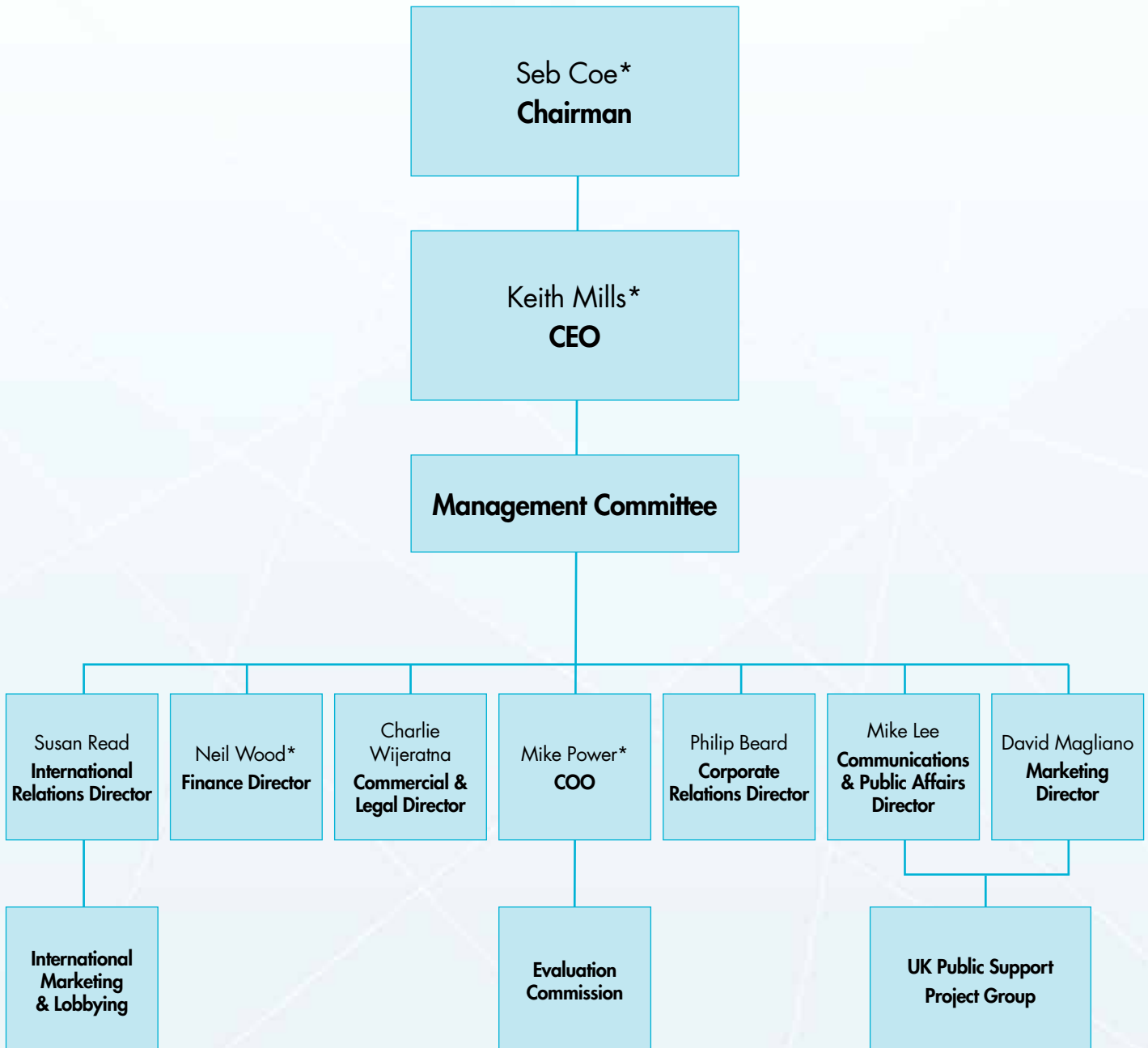
Bid team structure



\*Board Directors



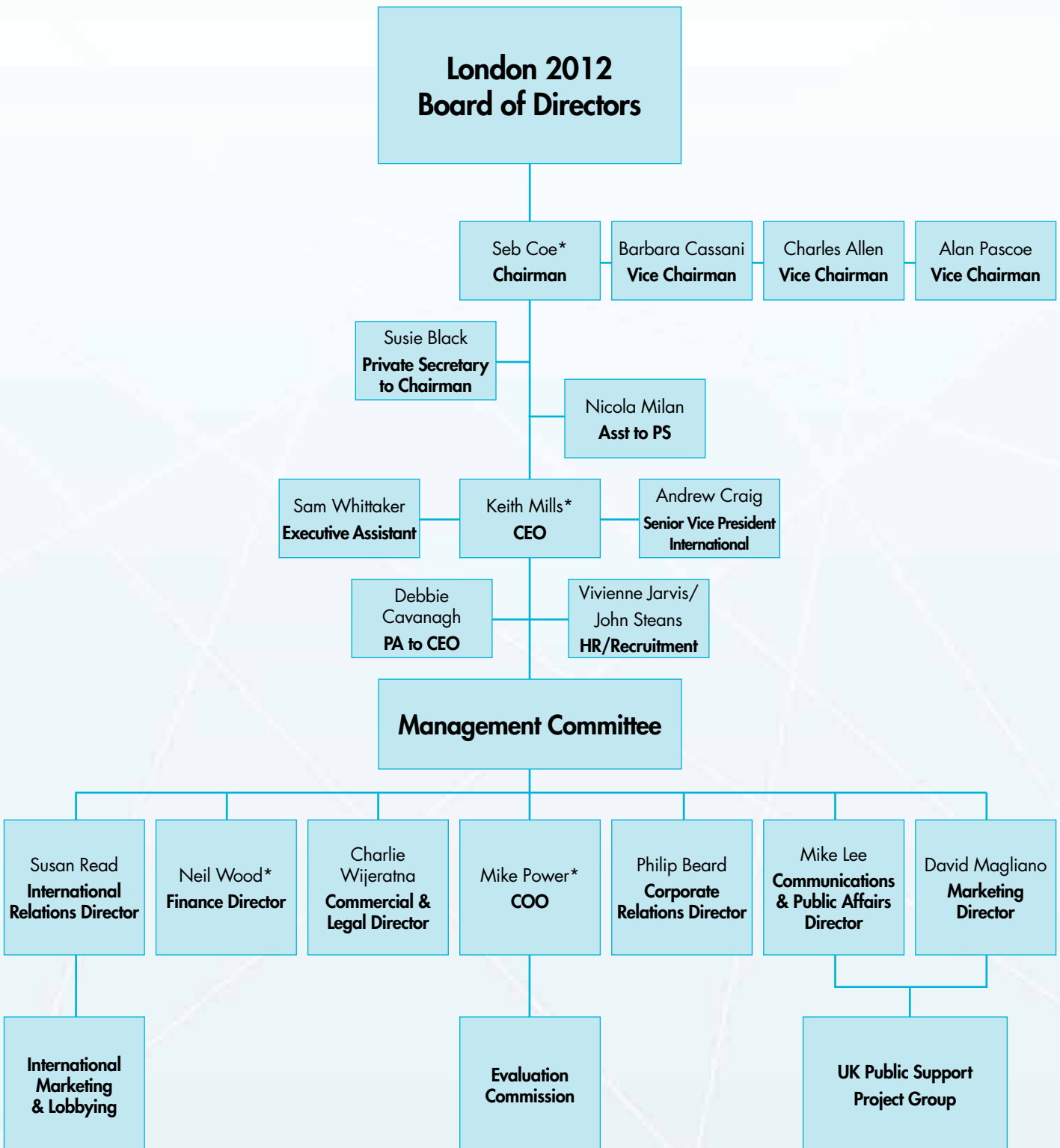
## OPERATIONAL MANAGEMENT STRUCTURE



\*Board Directors



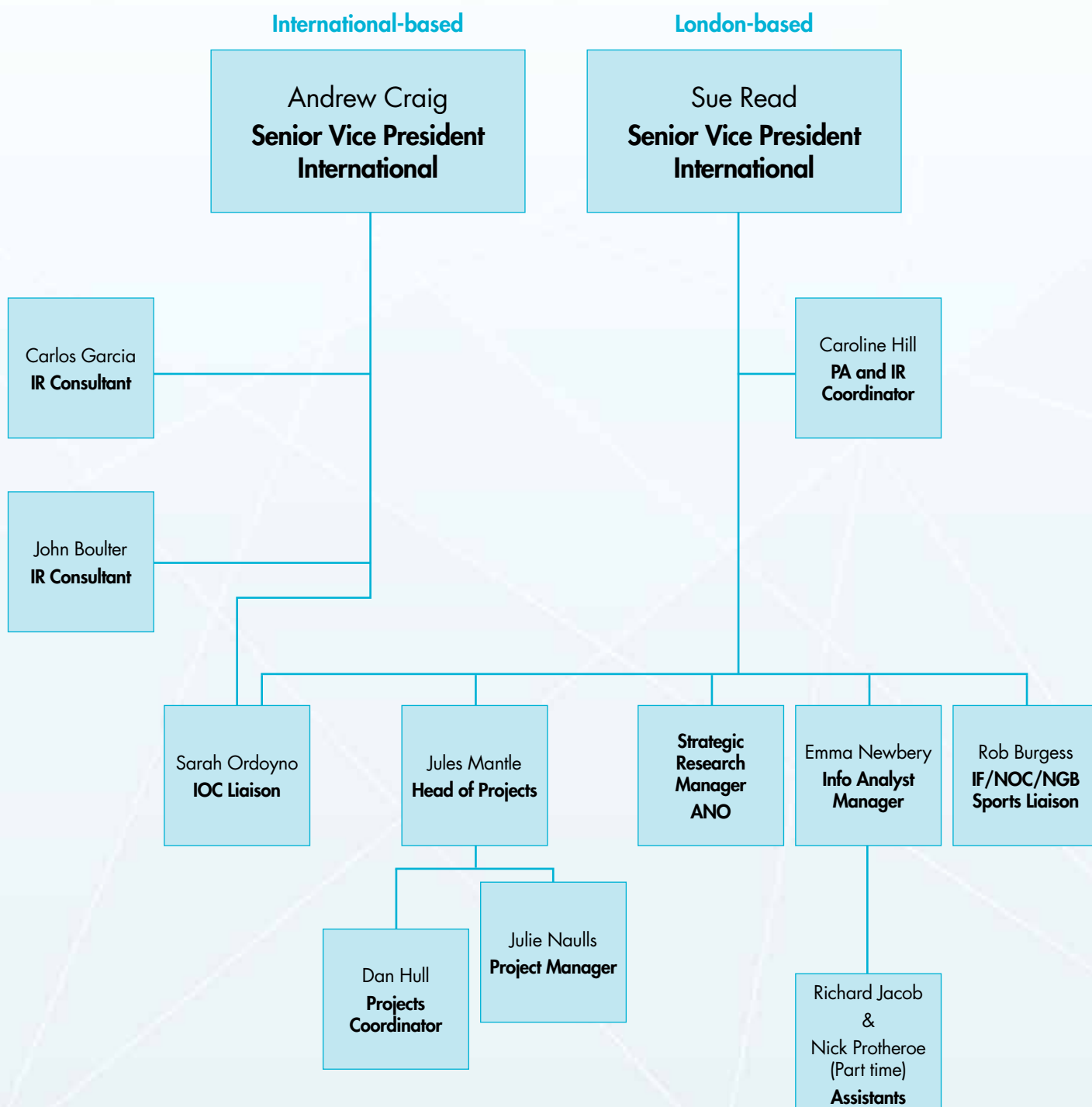
## MANAGEMENT STRUCTURE



\*Board Directors

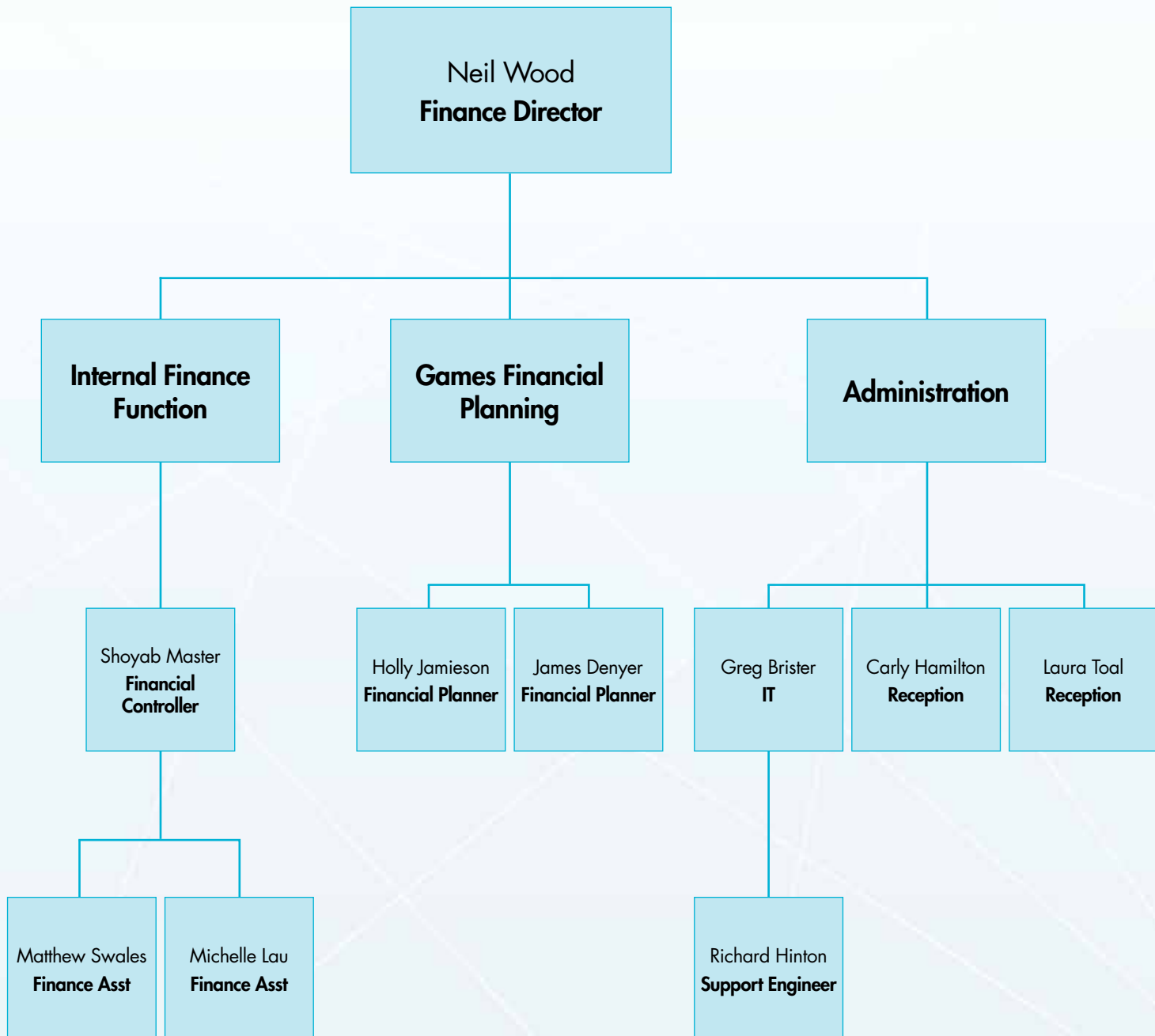


## INTERNATIONAL RELATIONS



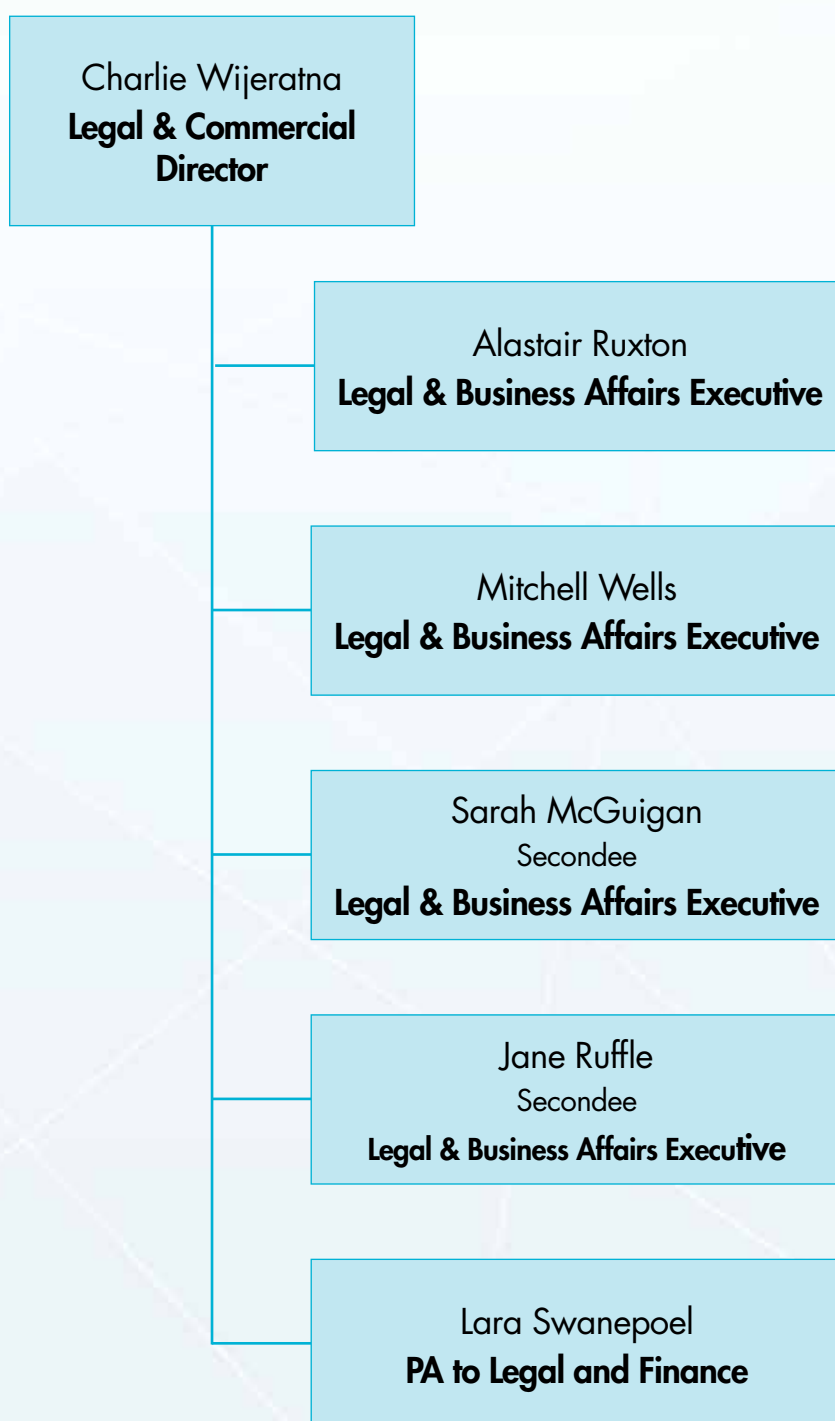


**FINANCE**



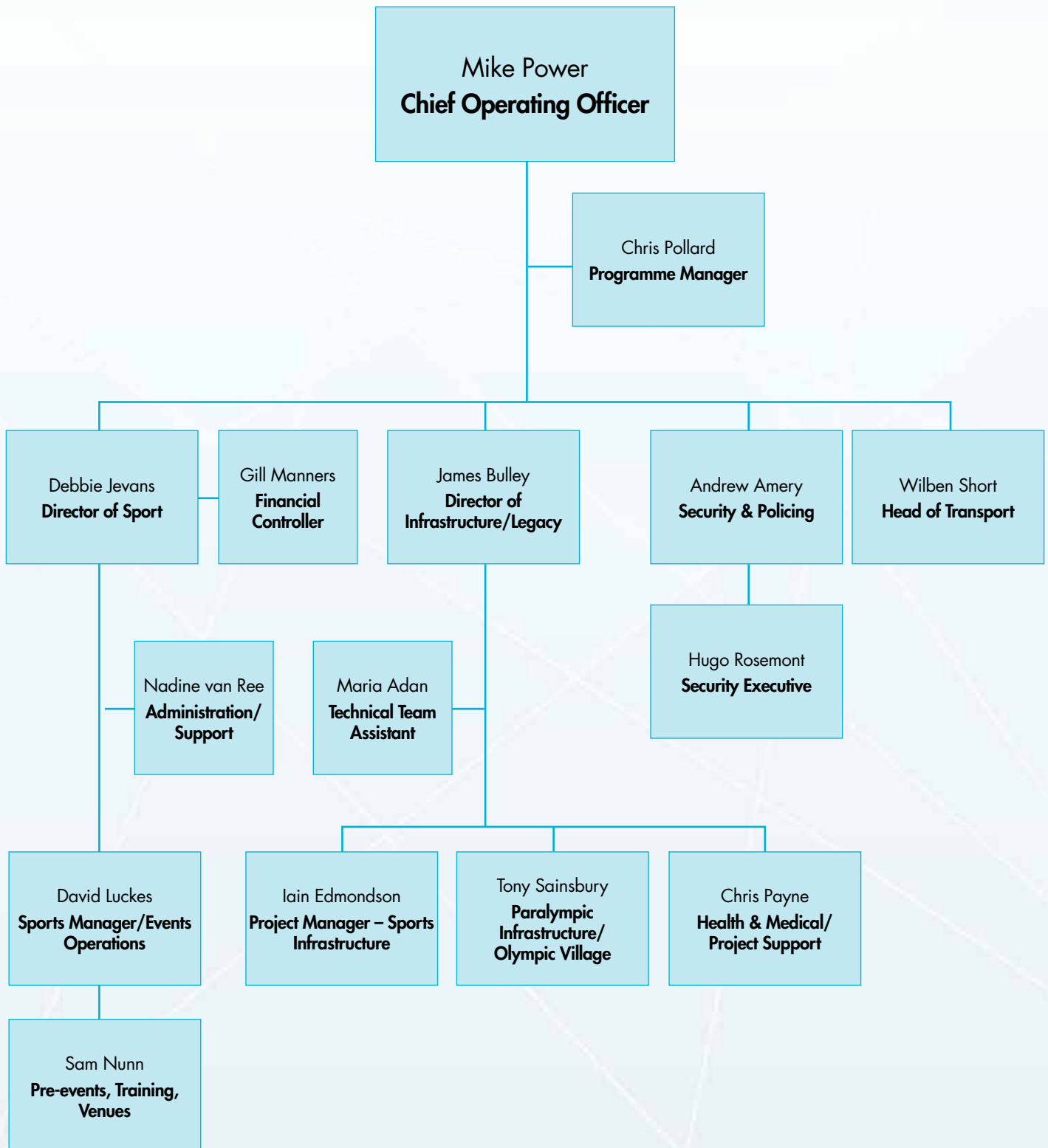


## LEGAL & COMMERCIAL





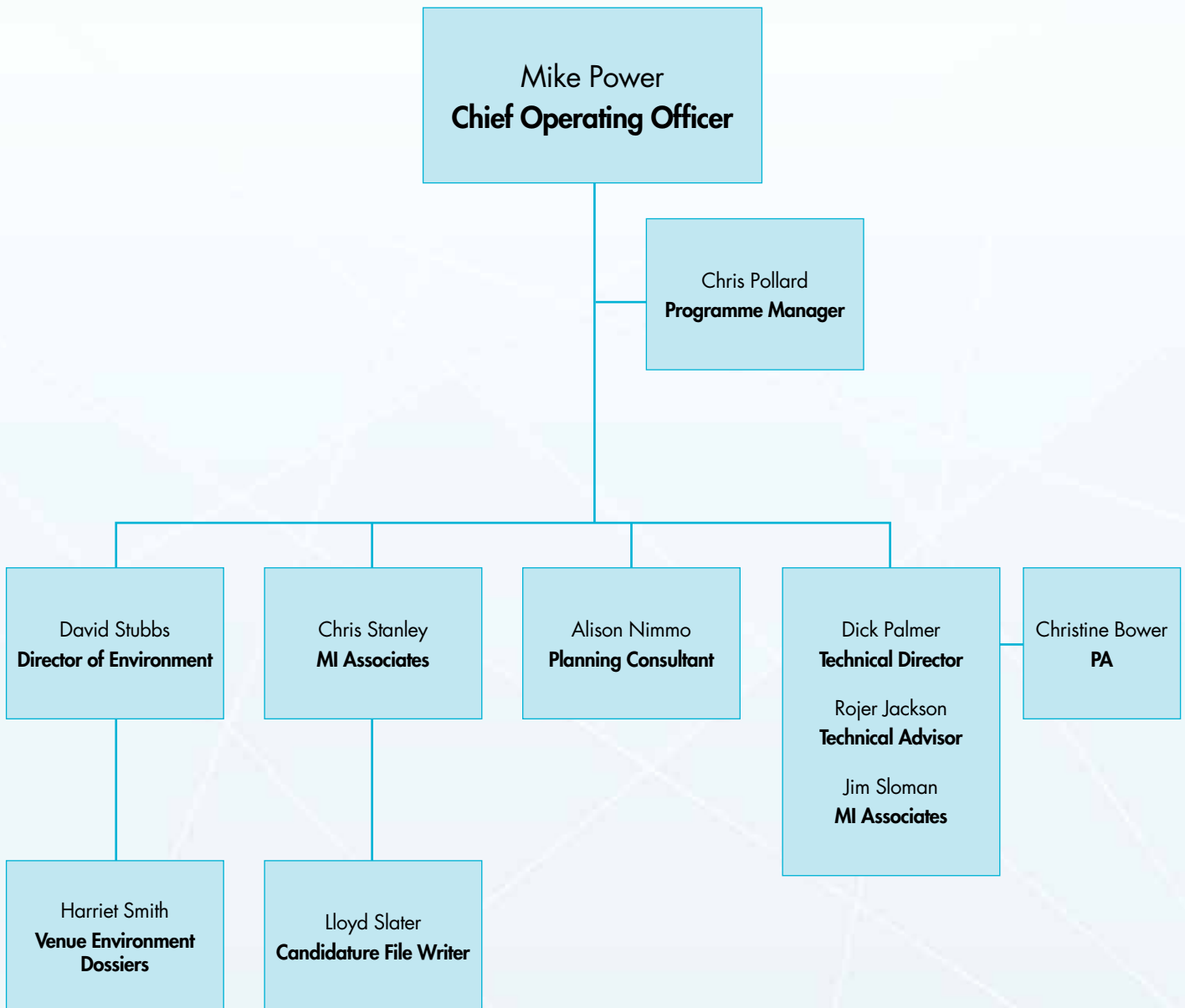
TECHNICAL (1)





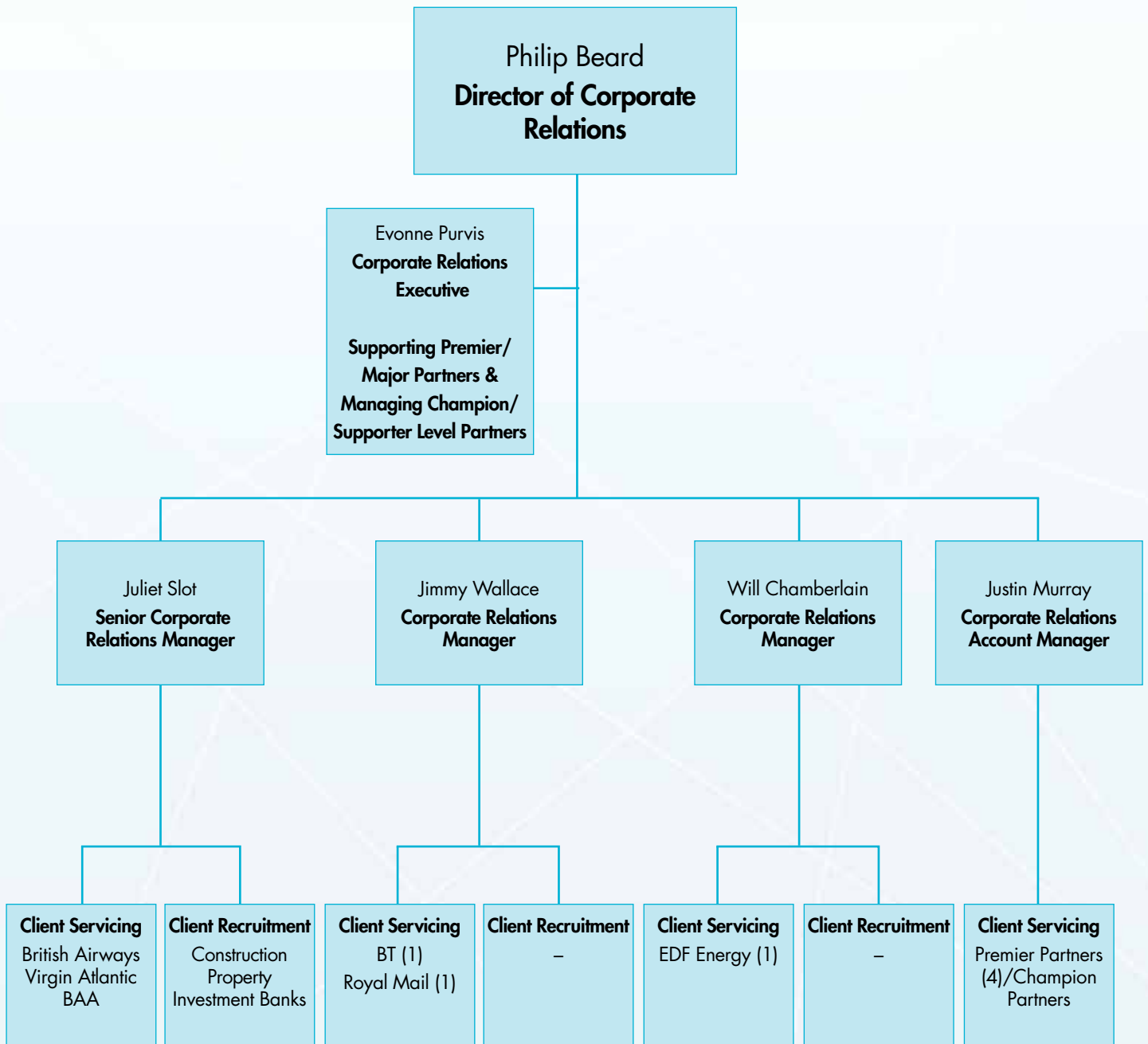


## TECHNICAL (2)



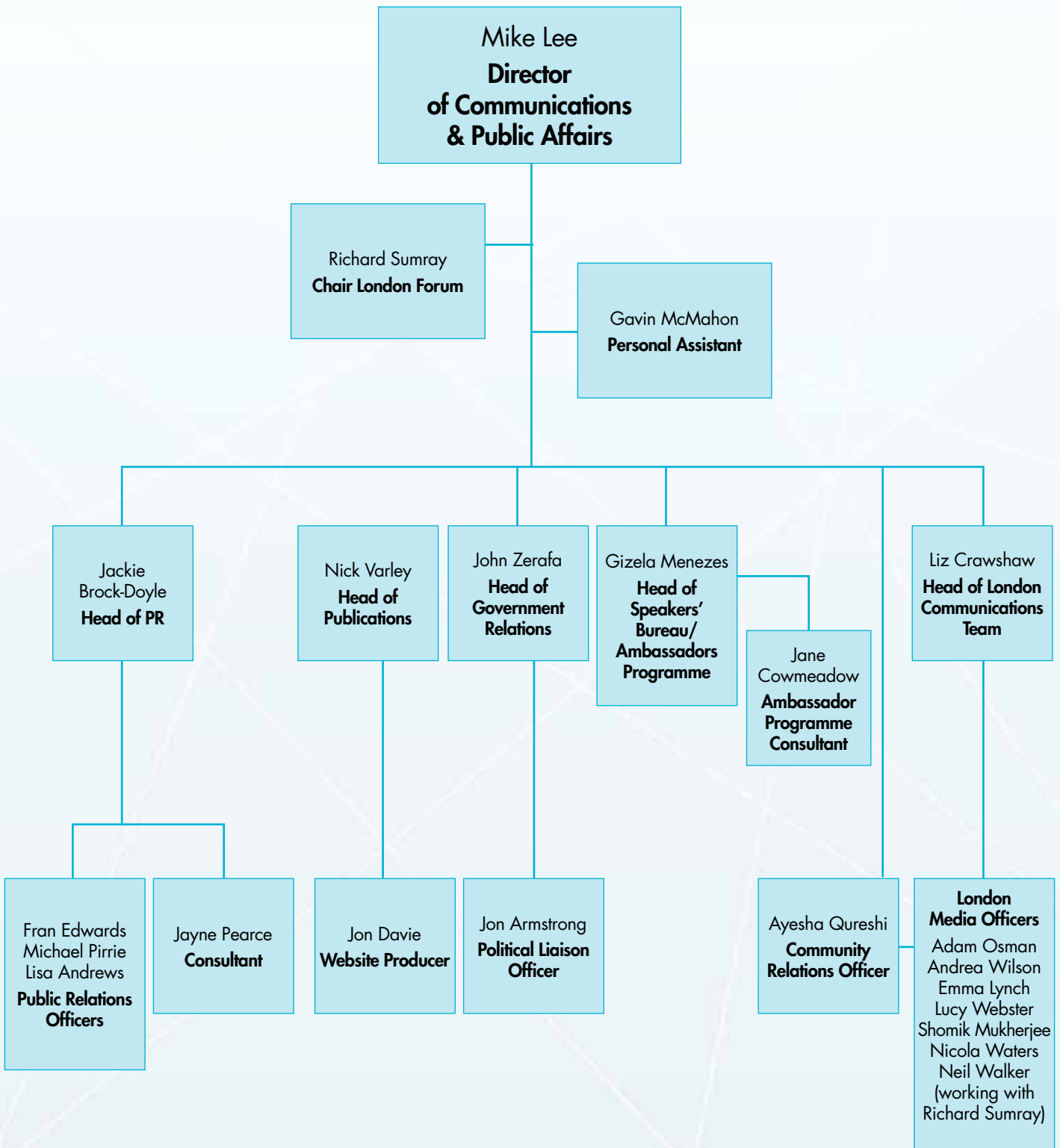


**CORPORATE RELATIONS**



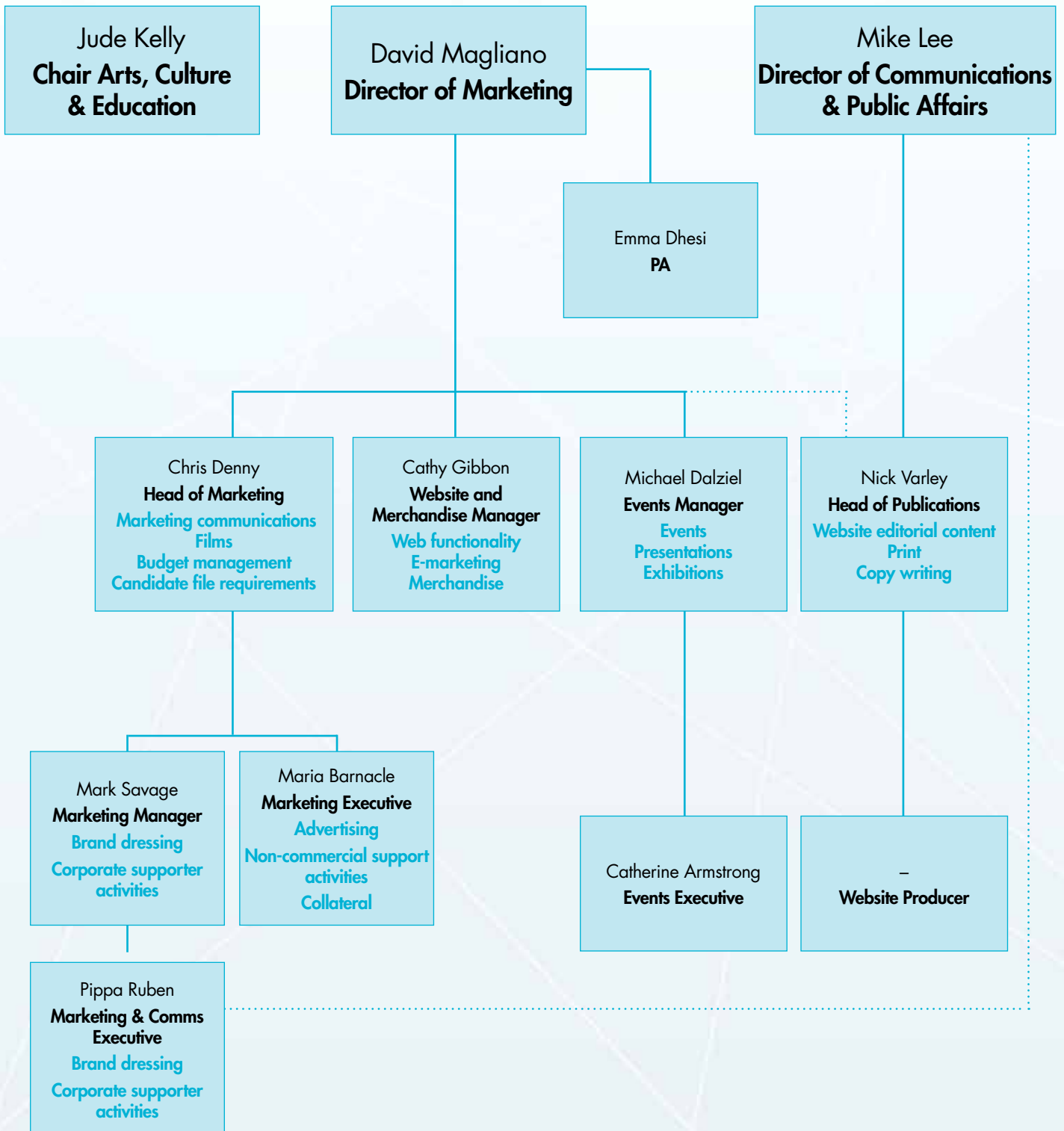


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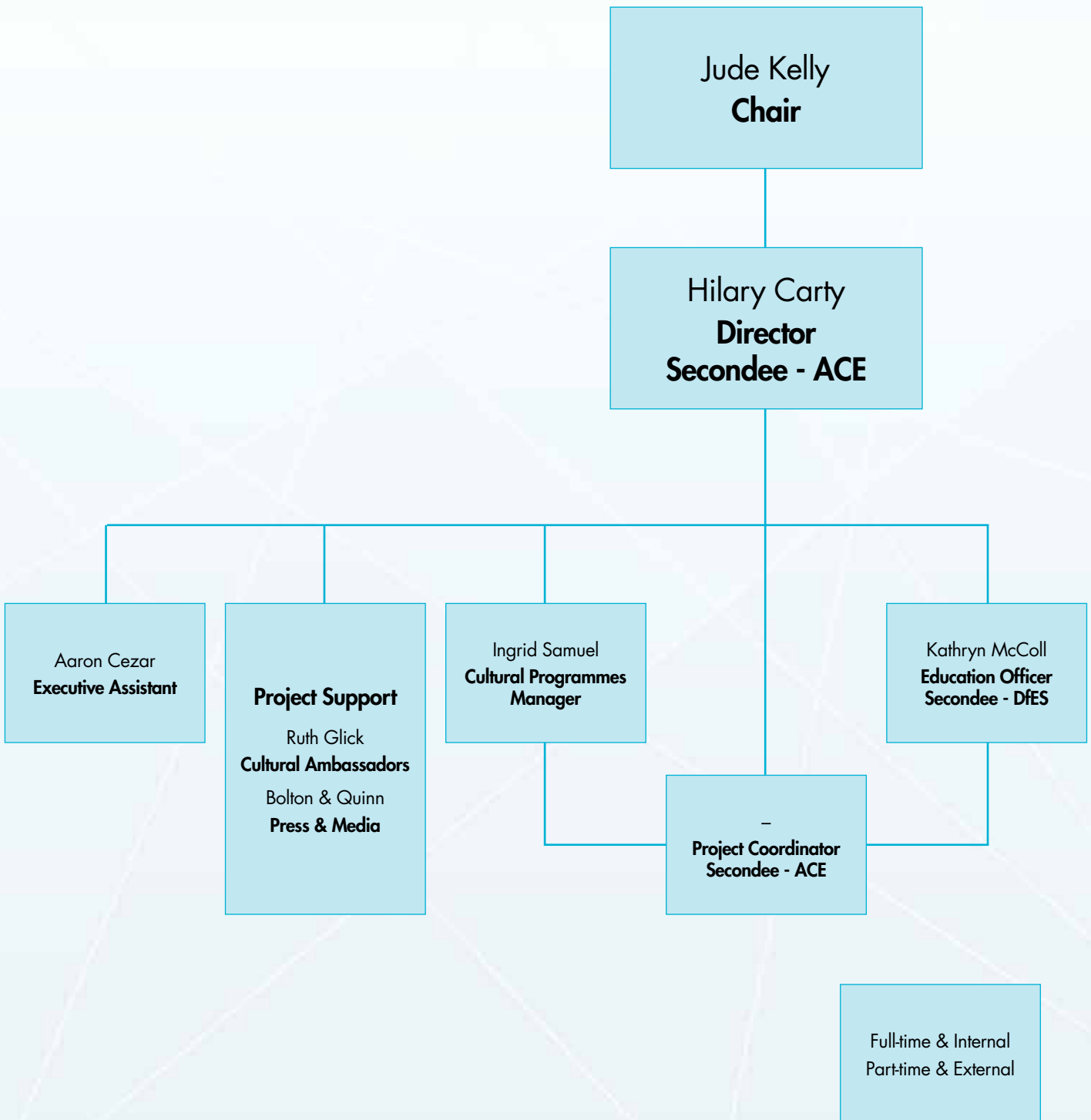


## MARKETING





## CULTURE & EDUCATION TEAM



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