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APPENDIX 1: LONDON 2012 DELIVERY ORGANISATIONS

Responsibility for preparing and delivering the Olympic and Paralympic Games and their Legacy resides with the lead delivery partners namely LOCOG, ODA, GLA, LDA, BOA, BPA, OPLC, OSD and HMG, who are described below in alphabetical order. Each lead delivery partner is responsible for delivering the relevant parts of the Host City Contract and reporting performance towards the commitments to the IOC and others. GOE manages the Government’s interest in the Games and provides cross-programme coordination.

The lead delivery partners also represented on the programme’s organisational map in Appendix 4.

A1.1 British Olympic Association (BOA)

The British Olympic Association (BOA) is the National Olympic Committee (NOC) for Great Britain and Northern Ireland, as recognised by the IOC. As such, it is responsible for British participation in the summer and winter Olympic Games, providing support and services to all those competing as members of Team GB, promoting the Olympic movement and safeguarding Olympic values throughout the UK. The BOA first conceived the idea of the London 2012 bid and carried out the initial feasibility studies in 1997. It was one of the bid’s three key stakeholders and, with the Mayor of London, is jointly responsible for delivering the Games under the terms of the Host City Contract, agreed with the IOC.

The BOA’s chief task in relation to the London 2012 Games is to ‘secure UK Olympic athletes’ success in the Games’ (as part of sub-objective 4.1). The BOA is responsible for the selection, preparation, management and performance of Team GB at London 2012. Leading up to the London Games, it will provide world-leading services to the athletes and their National Governing Bodies, management, preparation camps, coaching, athlete training for the Team GB and has led the British Olympic teams participating at Vancouver 2010 and at the Singapore Youth Olympic Games in 2010. The BOA’s key role is to ensure the views and needs of the athletes and sport in general, are considered throughout the London 2012 decision making process.
The BOA is responsible for promoting ‘through sport, the Olympic ideals across the London 2012 Programme’ (sub-objective 4.9). It works through its charitable arm, the British Olympic Foundation (BOF), to develop and promote the Olympic Movement in the United Kingdom. As part of this work, the BOF are contributing towards the development of the London 2012 culture and education programmes.

The BOA takes its mandate from the IOC and is privately funded through the use of the Olympic brand in the UK. For the duration of the London 2012 Programme the BOA has reached an agreement with LOCOG over its commercial rights to the Olympic brand. LOCOG will manage the domestic sponsorship programme for the London 2012 Games and will pay the BOA a rights fee under the terms agreed in the Joint Marketing Programme Agreement (JMPA).

The Chair of BOA sits on the Olympic Board and is a member of the board of directors of LOCOG; the Chief Executive of the BOA sits on the London 2012 SROs’ Group and is a member of the board of directors of LOCOG.

**A1.2 British Paralympic Association (BPA)**

The British Paralympic Association (BPA) is the National Paralympic Committee (NPC) for Great Britain and Northern Ireland, as required by the International Paralympic Committee (IPC). As such, it is responsible for British participation in Summer and Winter Paralympic Games, providing support services to all those competing as members of the GB Paralympics team, and for promoting the Paralympic Movement and safeguarding Paralympic values throughout the UK.

The BPA’s main task is to secure Paralympic athletes’ success in the London 2012 Games. The BPA is responsible for the selection, preparation, management and performance of the GB Paralympic Team at London 2012. Leading up to the London 2012 Games, it will provide management, preparation camps, coaching, and athlete training and has led the British Paralympic teams participating at Vancouver 2010. Whilst the BPA exists to fulfil its role as the NPC for GB and Northern Ireland, providing a central focus for all activities related to the Paralympic Games, British Paralympic Performance Services Ltd (BPPS Ltd) exists to provide centrally coordinated disability–specific performance services to a range of stakeholders. These include the BPA itself, the national governing bodies of Paralympic sports, the Sports Councils and the Home Country Sports Institutes (HCSIs). BBPS Ltd is a wholly owned subsidiary of the BPA.
The BPA is a registered charity (Charity No. 802385) and is funded through commercial sponsorship, charitable donations and UK Sport. For the duration of the London 2012 Programme, the BPA have sold its commercial rights to the Paralympic brand to LOCOG, who will manage domestic sponsorship of the London 2012 Games and will fund the BPA under terms agreed in the JMPA.

The Chairman of the BPA sits on the Olympic Board and the LOCOG Board.

A1.3 Central Government

Government involvement in the Games is led by a dedicated team within the Department for Culture, Media and Sport - the Government Olympic Executive (GOE). At a parliamentary level the work of the GOE is accountable to and represented by the Secretary of State for Culture, Olympics, Media and Sport, supported by the Minister for Sport and the Olympics.

The GOE’s key responsibilities are to:

- Oversee and assure the complete Olympic and Paralympic programme to ensure successful delivery and to safeguard public investment
- Lead delivery of the Government Guarantees
- Provide leadership where ownership of issues is unclear
- Ensure the work of delivery bodies is integrated and that Games-wide risks are identified and managed effectively
- Provide the oversight and co-ordination of the public sector funding package, whilst maximising the value of the investment and securing savings
- Lead on the services the government needs to deliver for the Games
- Ensure the creation and delivery of a lasting legacy
- Communicate the progress of the Games to Parliament, key stakeholders and the public

The GOE consists of a number of teams to deliver these responsibilities:

The Venues and Finance teams provide oversight and co-ordination of the Public Sector Funding Package, whilst maximising the value of the investment and securing savings. Their key responsibilities are to:

- help ensure the resourcing and delivery of infrastructure and venues for the 2012
Games are managed safely, to time and budget, and meet Games-time requirements

- act as the key central liaison point between delivery stakeholders across the overall ODA programme, providing assurance and facilitating the challenge & scrutiny of projects

- ensure the effective management and control of cash flows within the public sector funding package and ensure that LOCOG manage delivery of staging of the Games within their budget so as not to trigger a call on the Government guarantee.

- Ensure the transformation elements of the ODA programme deliver value for money and effectively reflect legacy operating requirements.

- High-level oversight of LOCOG’s planning and financial process as the ultimate guarantor of LOCOG’s lifetime budget. It fulfils the Government’s role as one-third stakeholder in LOCOG, together with the specific Government responsibility of LOCOG’s funder of last resort.

The Operations team provides oversight and assurance of LOCOG, leading and delivering the public services required to stage the Games and ensuring integration of operational security and transport planning with the overall Olympic and Paralympic Games programme.

Within Operations, the International and LOCOG Engagement team leads Government’s relationship with LOCOG on issues including oversight of LOCOG’s programme delivery; provides advice to Ministers on public policy issues such as ticket pricing; and provides assurance of some areas of LOCOG’s work such as catering and waste. It also leads on coordinating inward visits from international delegations across the programme, relieving a considerable burden from delivery partners.

The Government Services Team oversees the delivery of the services that the Government (and/or its public bodies) has committed to deliver for the Games. Over 40 of these “Government Guarantees” were made to the IOC in the Candidate File, and the Government Services Team is responsible for ensuring delivery of these to the IOC and
IPC, while maintaining business as usual services that will be impacted by the Games to ensure they plan ahead and deliver well. The team lead on certain projects, including restricting advertising and street trading, support for domestic dignitaries and the HMG secondee programme. It also oversees the other projects, ranging from Health provision, broadcasting spectrum, tax exemptions, airport capacity and accreditation.

In governance terms, the work is overseen by a Government Operations Working Group and a Government Operations Programme Board. The Government Operations Programme Board brings together those with responsibility for delivering the most important Government Services during the London 2012 Games and is chaired by the GOE Operations Director (see Appendix A2.3.16).

The Operations team also leads on coordinating “UK Wide Operations,” which defines a number of projects and work programmes that will be delivered by a range of local authorities and agencies outside Greater London. Responsibility for delivering UK Wide Operations remains with the relevant devolved administration, regional agency and/or local authorities. In governance terms, the UK Wide Operations Programme Board is chaired by the GOE Operations Director who plays an oversight and co-ordination role, helping to ensure appropriate integration and alignment across the UK.

The Games Readiness programme is designed to provide operational assurance to senior stakeholders that all delivery domains and their partners, both individually and collectively, have reached a state in terms of their plans, processes, communications, people and infrastructure where they are able to deliver a successful, safe and secure Olympic and Paralympic Games. The work has three main components:

- **Command, Coordination and Communication (C3)** - Coordinating, on behalf of the Cabinet Office, the design and development of the C3 architecture with the concept of operations to enable the right people to make decisions quickly and based on accurate and timely information. The purpose of the overall C3 initiative is to ensure that the domains operating plans and procedures are fully integrated and that the overall ‘system’ will operate effectively and efficiently

- **Continuity** - Assuring where possible risks identified in the Strategic Risk Assessment of potential risks to the London 2012 Olympic and Paralympic Games (and any emerging risks) have a comprehensive and integrated mitigation plan that considers
the impact on continuity of the Games (events, spectators and broadcasting), UK reputation and local inconvenience

- Games Readiness - Setting the policy and framework for readiness, and defining, planning and coordinating a Games-wide exercise programme. The programme aim is to provide risk-based mutual assurance and confidence ahead of the Games that the integration of Games-time arrangements (including C3, resource plans and operational protocols) across delivery partners will be operationally effective, both in relation to routine activities and in response to plausible threats and hazards to the continuity of the Games.

This work includes providing a strategic overview of Games Readiness activities across Domains and GOE teams and in doing so helps provide a framework for GOE’s key risk-based assurance activities.

The GOE Safety and Security team is an integration and assurance team that provides the Secretary of State for Culture, the Olympics, Media and Sport and the DCMS Accounting Officer with regular, robust and consistent information on safety and security planning, issues, risks, threats and implications, through close liaison with Home Office, Cabinet Office, LOCOG, ODA, the police and security services and associated organisations dealing with security planning for 2012. The team also assures integration of the Home Office-led safety and security planning and implementation with other London 2012 delivery programmes, supports Games readiness preparations and reporting, and facilitates resolution of cross-cutting issues relating to governance, funding, roles and responsibilities and other operational requirements.

The GOE Transport team is an assurance team that works closely with DfT to ensure that the transport industry delivers its obligations relating to the Olympic and Paralympic Games. In general, assurance is led by the Olympic and Paralympic Transport Board (OPTB), for which the Department for Transport provides the secretariat (see A2.3.18). DfT, GOE and ODA Transport are working closely to ensure that OPTB is working as it should; to assist integration with other London 2012 programmes; to ensure there is “one version of the truth”; to help resolve particular issues; to scrutinise funding requests; and to ensure that government provides its own required deliverables for the transport programme.
The GOE Legacy team brings together programmes running across government and other delivery partners, both public and private, to maximise the national dividend from public investment in the Games - in London, across the UK, and internationally. The team provides leadership, direction and support where required for the legacy governance structure; ensures cross-cutting work is progressed by the appropriate boards working together; and leads interventions on priority programmes at risk. Cross-central Government legacy programmes are overseen by the Olympic and Paralympic Legacy Board (see Appendix 2). In addition, the team manages GOE/DCMS’s sponsorship relationship with the OPLC.

A Legacy Action Plan has been created in close consultation with delivery stakeholders and other interested parties, available via www.dcms.gov.uk. The Legacy Action Plan outlines a structure for coordinated planning, monitoring and delivery of legacy across the entire 2012 Programme, supported by Delivery Plans from the leading Government Departments.

Finally, GOE’s Communications, Parliamentary and Government teams:

- Provide essential support to Ministers;
- Ensure the Government effectively communicates progress on the Games/Government priorities to parliament and the public;
- Lead the planning and delivery of Government Communications activity for Games time; and
- Provide ‘internal’ communications to the GOE team and wider Government stakeholders.

**A1.4 Greater London Authority (GLA)**

The Greater London Authority (GLA) was one of the bid’s three key stakeholders. The Mayor of London, together with the BOA and LOCOG, is jointly responsible for delivering the Games under the terms of the Host City Contract.

The GLA comprises the Mayor of London and the London Assembly. The Mayor’s role as the executive of the strategic authority for London is to promote economic development and wealth creation, social development, and the environmental well being of the city.
The London Assembly consists of 25 members who are elected at the same time as the Mayor. The Assembly scrutinises the Mayor’s activities. In the context of the London 2012 Programme, the Mayor of London exercises the functions of the GLA. The London Assembly’s Economic Development, Culture, Sport & Tourism Committee, is the lead committee on the Assembly for scrutinising the London 2012 Programme.

The GLA is accountable for the delivery, in London, of strategic objective 3.2: To maximise the economic, social, health and environmental benefits of the Games in London. The GLA is also responsible for the delivery of two sub-objectives under strategic objective 4: achieving a sustained improvement in UK sport:

- Maximising increase in London participation at community and grass-roots level in all sport and across all groups.
- Implementing viable legacy uses for London 2012 sports facilities in London.

The second of these two responsibilities is delegated by the Mayor to the Olympic Park Legacy Company, of which he is a shareholder.

The GLA is working closely with the Government and national partners such as the Department of Health (DH), which is responsible for delivering these objectives on a national scale, as well as with key regional partners, including the London Development Agency, Visit London and Transport for London.

The GLA has committed funds to the Public Sector Funding Package (see section 4 for details).

The Mayor of London is co-chair of the Olympic Board and chairs meetings alternately with the Secretary of State for Culture, Olympics, Media and Sport. The GLA is represented on the London 2012 SROs’ Group by a senior Director.

**The City Operations Programme**

In addition to the responsibilities outlined above, the Mayor and the GLA are also accountable for the delivery of a ‘City Operations’ programme that is focussed on the work required in London, but outside official venues, to host an inspirational, safe and inclusive Games.
The Mayor, the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG) and their partners have agreed the following vision for the London 2012 City Operations programme:

“To provide an inspirational citywide experience for everyone participating in the Games in London, to safeguard the smooth running of London in Games time, and to maximise the opportunities for legacy from this work.”

The programme therefore aims to ensure smooth, safe and efficient operations to support the Games and to keep London moving. It also aims to match the outstanding experience that will be offered inside venues with an equally outstanding experience across the rest of London. Given the unique size and complexity of the event, the audience it will attract and the range of activities and attractions that will take place on its fringes, the programme represents challenges and opportunities on an unprecedented scale. London aims to meet the challenges, and exploit the opportunities.

The programme is composed of a number of distinct workstreams, each led by a designated, accountable delivery partner. Some elements of the City Operations programme relate to explicit obligations under the Host City Contract, or are necessary to deliver explicit obligations under the contract. Other elements are non-mandatory but have been included in the programme because of London’s commitment to providing the best possible experience for all groups, and to realising as many long-term benefits of staging the Games as possible.

The overall programme is managed by the GLA, and steered by a City Operations Steering Group, convened by the GLA on behalf of the Mayor (see section A2.3.14 for more information).

A1.5 Home Office - Olympic Safety and Security Directorate
The Government is committed to delivering a safe and secure London 2012 Games. This is overseen by the Cabinet sub-committee for Home Affairs (Olympics and Paralympic Games) – see Appendix 2 for more details of this sub-committee. Home Office officials, together with the Commissioner of the Metropolitan Police and the National Olympic Security Coordinator, give regular presentations and progress updates to the Olympic
Board, and the London 2012 SROs’ Group. Significant progress has been made in agreeing the Olympic Safety and Security Strategy and supporting integrated Concept of Operations with Ministers. A public version of the Strategy was launched on the 21st July 2009 (click here to access this strategy online). An updated version of the strategy is due to be published in February 2011.

The Olympic Safety and Security Programme (OSSP) has been established to deliver a coordinated, effective and ‘value for money’ mitigation for the safety and security risks identified for the London 2012 Games. The products required to provide this risk mitigation will be delivered through a portfolio of projects, grouped into five Programmes within the overall OSSP. The programme is responsible for overseeing all aspects of security planning including integration with ODA and LOCOG. The OSSP is managed by the Olympic Safety and Security Directorate (OSD), which is part of the Office of Security and Counter Terrorism (OSCT) within the Home Office. The Senior Responsible Owner (SRO) is the Director General of OSCT.

Clear governance mechanisms have been designed for the OSSP. Beneath the Home Affairs (Olympics) Cabinet sub-committee the Olympic Security Board (OSB) has been established with membership from key Departments and Agencies and is chaired by the SRO. Underpinning OSB is the Olympic Investment Appraisal and Monitoring Board, which evaluates and monitors business cases and provides financial oversight, and the five Olympic Security Programme Boards, which oversee project delivery (the five Boards are due to be merged into one Programme Assurance Board in May 2011).

In order to separate strategy and policy from delivery and to preserve the constitutional independence of the Police Forces and other Agencies, the OSD use a commissioning model to deliver the Projects within the OSSP. This means that the OSD commission other organisations, who will have operational responsibility for delivery of security during Games time, to deliver specific Projects. In commissioning other organisations, the OSD will approve Project expenditure based on an agreed commission and Business Case. These will contain agreed requirements, options, timelines and parameters and standards within which the Projects will be delivered.
A significant proportion of the project delivery will be led by Policing especially the Metropolitan Police Service. The Association of Chief Police Officers (ACPO) has established an Olympic Business Area, chaired by AC Olympics who is also the National Olympic Security Coordinator (NOSC). A unit called the Olympic and Paralympic Policing Coordination Team (OPC) has been established in support of the NOSC to coordinate delivery by the MPS and other ACPO forces. NOSC's wider role is to have oversight of multi-agency planning and preparation to ensure that plans are fit for purpose and can be fully integrated into the overall security operation.

The OSD and OPC are co-located in Canary Wharf alongside ODA and LOCOG. Physical co-location is desirable to help deliver the OSSP but also to ensure a smooth transition process into operations. This transition is underway with NOSC having become full time from January 2011.

In addition, the UK Border Agency (UKBA) has been commissioned to deliver the background checking system for persons accredited to the Olympic and Paralympic games alongside their normal border security role and dealing with additional Olympic and Paralympic pressures, including protection against trafficking and crime and managing migration for the benefit of the country. A programme of work has commenced to promote safe and secure travel to the Games, where participants, workers, visitors and trade will be able to move swiftly and easily across the border, but those who would cause harm will be denied the privileges of Britain. The UKBA will work in partnership with the Home Office, OSD and other Agencies both during the construction phase and Games-time to ensure safety and security.

Further information on key documents including the Olympic Safety and Security Strategy, Concept of Operations and Programme Definition Document can be requested through the Portfolio Management Office in OSD.

A1.6 London Development Agency (LDA)
The London Development Agency (LDA) is one of nine Regional Development Agencies established by the Government to promote regeneration and economic development in England. The LDA receive funding from central Government, via the Department for Business, Innovation and Skills (BIS). However, they have a unique relationship with the
Mayor of London, who appoints the board, sets the budget and steers strategy. The LDA prepares the Mayor’s Economic Development Strategy (EDS) for London.

In addition to grant-funding the Public Sector Funding Package, the LDA championed and co-funded the bid for London to host the London 2012 Games with DCMS and secured outline planning permissions for the Games and Lea Valley legacy.

The LDA was responsible for delivery of the land sub-programme which included land assembly (by negotiation and application to use its CPO powers) and relocation of existing uses (including businesses, residents and existing leisure uses) to provide vacant possession. The LDA procured contractors for the completion of demolition, remediation and earthworks. The LDA co-funded that phase of the project which was managed by the ODA in order to provide a development platform for infrastructure and venues within the Olympic Park and legacy.

The Games are a catalyst for local regeneration and region-wide economic development; the focus of the LDA is to ensure that the Games will create lasting benefits for communities in London. The Mayor has delegated responsibility to the LDA for leading delivery plans to realise Olympic Games and Paralympic Games sub-objectives 3.2.1, 3.2.2, the volunteering dimension of 3.2.4 and 4.7 (see Appendix 4: Olympic Games and Paralympic Games Programme Objectives).

The LDA has provided an interim legacy client function including working collaboratively with the ODA on the production of a Legacy Masterplan Framework in relation to venue and Olympic Park legacy and transformation planning. The LDA’s Olympic Land Team has been leading the planning for post-Games physical development (including commercial redevelopment of temporary venue sites and development of a Legacy Masterplan Framework). This work was transferred to the newly created Olympic Park Legacy Company in Autumn 2009.

The LDA’s wider activities include giving businesses, communities and individuals access to the information, skills, training, and support required to enable them to compete for job, training and business opportunities and maximise the benefits of the Games and the legacy they will leave. This work is focussed both on the East London Host Boroughs and
across London, including the broader Lower Lea Valley. The LDA’s Olympic Opportunities team has been leading this work, and contributing to the “softer” aspects of the physical legacy. This team works closely with the ODA and LOCOG to deliver skills and employment programmes such as construction training and Personal Best – a volunteering and training programme geared towards Gamestime volunteering - as well as providing companies with access to opportunities in the London 2012 Games supply chain via CompeteFor.

The LDA has also been involved in supporting the delivery of sports and cultural opportunities around the Games and supported the development of the Strategic Regeneration Framework (SRF) which is being led by the five Host Boroughs. The SRF sets out a shared vision and set of priorities for the physical, social and economic regeneration of the host borough area over a 20 year period to make east London a place where people choose to live, work and raise a family.

Central Government has announced proposals to abolish RDAs, effective at the end of the financial year 11/12. The Mayor is currently considering how those areas of work for which the LDA is currently responsible, and that must continue until the Games, can be sustained.

**A1.7 London Organising Committee of the Olympic Games and Paralympic Games Ltd (LOCOG)**

The London Organising Committee of the Olympic Games and Paralympic Games Ltd (LOCOG), was established soon after the bid win. Although LOCOG is incorporated as a private company under the laws of England and Wales, it was classified in 2005 by the Office of National Statistics as a body within the central Government sector. Following this classification, it was agreed between LOCOG and the DCMS that the relationship between the two would continue to be governed by the Joint Venture Agreement (JVA) supplemented where appropriate by reference to certain terms and conditions applicable to Non-Departmental Public Bodies (NDPBs) but also consistent with LOCOG’s operations, that provide guidance for the DCMS’s role as a key stakeholder. LOCOG’s formation and operations are governed by the JVA signed by the Secretary of State, Mayor of London, and the BOA in February 2005. The JVA places LOCOG under obligations to the DCMS, the GLA and the BOA. LOCOG must also fulfil the obligations of
the Organising Committee as set out in the Host City Contract, agreed with the IOC. Whilst the ODA is a contracting authority for the purposes of the EU procurement rules, LOCOG is not. Rather, LOCOG’s procurement processes will be carried out in accordance with the terms set out in the JVA.

LOCOG is responsible for delivering strategic objective 1: To stage an inspirational Olympic Games and Paralympic Games for athletes, the Olympic and Paralympic Family and the viewing public. It has overall operational management of running the London 2012 Games and among its responsibilities are sponsorship, venue and competition management, ticket sales, all protocol ceremonies including the Opening and Closing Ceremonies and the Torch Relay, as well as the Handover Ceremonies in Beijing in 2008, which formally marked the beginning of the London Olympiad. LOCOG is also responsible for some of the cultural projects which will form the London 2012 Cultural Olympiad, as well as the London 2012 Education Programme. Both culture and education programmes contain a range of initiatives which will be developed and delivered in collaboration with a number of key stakeholders. LOCOG is responsible for preparing and delivering all competition and non-competition venues in Games mode, as well as temporary training facilities which includes the construction of some temporary Games venues and the installation of temporary infrastructure. In the lead up to the Games, LOCOG will be responsible for hosting ‘Test Events’ to ensure that venues are ready for use. LOCOG is responsible for creating, promoting and protecting the logo and brand for the London 2012 Games. It is also responsible for securing public support for the Games within Britain and for promoting London as the host city and the UK as the host country of the Games (see section 7.6.2 External Communications).

LOCOG is the Programme point of contact with the IOC, IPC and International Federations (IFs) for all matters relating to the London 2012 Games and must interpret and communicate all IOC / IPC requirements. LOCOG has taken IOC / IPC specifications for the Games and created LOCOG Venue Requirements (LVRs) for the ODA. LOCOG and the IOC / IPC need the consent of the relevant International Federations (IFs) before making any changes to plans that affect the Olympic and Paralympic sports in any way.

The IOC also requires LOCOG to produce and maintain a number of other deliverables, including the Games Foundation Plan (GFP) produced in 2007, which set out the overall
objectives and outlined how LOCOG will be organised to achieve them. The GFP included the Master Schedule (a timeline detailing the key milestones for staging the Games) and the Venue and Infrastructure Construction Schedule (VICS, a timeline detailing the key milestones for delivering the venues and infrastructure). More details on LOCOG deliverables to the IOC/IPC are outlined in LOCOG’s business plans.

The IOC Coordination Commission (CoCom) manages the interface between LOCOG and the IOC. The CoCom meets with LOCOG on a regular basis, to monitor progress on behalf of the International Olympic Committee.

LOCOG is primarily funded by the private sector, partly by the IOC and partly through funds raised by LOCOG. There will also be a contribution from Government to the cost of staging the Games (see section 4 – Financial Management). The IOC will give LOCOG a share of the broadcasting revenues generated from the sale of TV rights and a share from TOP Partners (TOP) programme – a programme made up of the companies which have bought worldwide marketing rights. LOCOG will generate income itself from UK-based sponsorship, ticket sales and merchandising.

LOCOG has signed a Joint Marketing Programme Agreement (JMPA) with the BOA, purchasing the intellectual property rights for a fixed sum of cash and value in kind to all Games marks in the UK for commercial exploitation until 31 December 2012 (when the rights return to the BOA) – this includes Team GB and BOA emblems and exclusive rights to use Olympic marks in the UK registered in the name of the IOC. This provides a partial replacement income stream to the BOA’s usual requirement to raise its own sponsorship monies by licensing these intellectual property rights to third parties. The effect of the JMPA is to grant LOCOG sole proprietorship to the BOA’s intellectual property rights for the purposes of commercial exploitation and LOCOG can in turn licence those rights to London 2012 sponsors. Similarly, a Paralympic JMPA has been signed with the BPA outlining the situation of rights relating to the Paralympic Games.

Given its role and funding streams, LOCOG will operate as a business regulated by the terms of the JVA. Any surplus which LOCOG makes will be distributed after the London 2012 Games in accordance with the JVA pursuant to the provisions of the Host City Contract, which states that 20% of that surplus will be paid to the IOC, 20% to the BOA
and 60% to the general benefit of sport in the UK as determined by LOCOG in consultation with the BOA.

The Exchequer has agreed to act as the ultimate guarantor of Games funding should there be a shortfall between LOCOG's costs and revenues.

In accordance with the terms of the JVA, LOCOG’s board of directors is comprised of persons appointed by LOCOG’s chairman and also persons appointed by the UK Government and the Mayor of London. It also includes the British IOC members, the chair and CEO of the BOA and representatives of the BPA, in addition to a former Olympic athlete and other directors with relevant expertise. The Chair of LOCOG sits on the Olympic Board and LOCOG is represented at the Olympic Board Steering Group by the Chief Executive Officer.

The London 2012 Programme Team
The London 2012 Programme Team is the only team in the London 2012 Programme structure tasked with obtaining an all-encompassing cross-organisation view of the programme. The team’s responsibilities are to:

- Operate as a single point across the London 2012 Programme and provide a unique scrutiny and challenge function across the programme. It also provides a strategic view across all sub-programmes, projects and activities which are critical and/or contribute significantly, to the successful delivery of the 2012 Olympic and Paralympic Games and their legacy.
- Assure the successful delivery of the programme, by identifying cross-cutting risks and issues and ensuring appropriate resolutions or mitigations are in place.
- Enable the London 2012 SROs’ Group to carry out their role in monitoring progress and in mitigating or resolving risks and issues relating to Games-wide readiness by developing, gaining partners' agreement to, and implementing the Games-Wide Readiness Assurance Strategy and Plan. This includes owning and managing central and essential tools – including the Operational Transition Schedules, the Integrated Programme Schedule and the Outcomes Matrix – which underpin the integrated planning and oversight of Readiness.
- Act as custodian of the agreed Programme Brief and London 2012 Programme,
and monitor progress and delivery providing relevant, timely and accurate information on physical and financial progress, risks and issues, tracking delivery from time, budget and requirements perspective.

- Produce monthly performance reports summarising status across the programme, which are seen by the OB and London 2012 SROs' Group. Performance reports communicate progress against objectives, financial information, key risks and issues and the Programme schedule.
- Develop the cross-programme plan (see section 7.1)
- Act as a point of coordination for major cross-programme external assurance activities (see section 7.6)

A1.8 Olympic Delivery Authority (ODA)

The Olympic Delivery Authority (ODA) was established by the Olympic Games and Paralympic Games Act 2006 and is a statutory corporation and an Executive NDPB accountable to the Secretary of State. For National Accounts purposes, the ODA is classified to the central government sector.

As per Section 4 of the Act, the functions of the ODA are to do anything necessary for ‘the purpose of:
- preparing for the London Games;
- making arrangements in preparation for or in connection with the use or management before, during or after the Games of premises and facilities acquired, constructed or adapted in preparation for the Games; or
- ensuring that adequate arrangements are made for the provision, management and control of facilities for transport in connection with the London Games.

In exercising its functions, the ODA must have regard to:
- the ‘desirability, wherever relevant, of maximising the benefits that may be derived after the Games from its preparation, whilst contributing to sustainable development’;
- safety of individuals participating in or attending the Games; and
- security of property.

The ODA’s mission is to ‘deliver venues, facilities, infrastructure and transport on time for the London 2012 Olympic and Paralympic Games that are fit-for-purpose and in a way
that maximises the delivery of a sustainable legacy within the available budget.’

The Act sets out a range of powers that are available to the ODA to fulfil its duties. The ODA is the local planning authority for an area of land centred on the Olympic Park in east London. The ODA is responsible for development control and enforcement matters within that area, regardless of whether they are Games or non-Games proposals. The ODA is primarily funded by the public sector from Government grant, the National Lottery, the GLA and the LDA. It will seek to leverage private funding where appropriate (See Section 4 Funding).

The ODA is largely responsible for delivering strategic objective 2: To deliver the Olympic Park and all agreed venues on time, within agreed budget and to specification. Its delivery programme comprises three areas:

- **Land** – The monitoring and support from the ODA for the land acquisition and relocation of businesses and other existing users to gain vacant possession of the Olympic Park site which was led and funded by the LDA (see section A1.6 London Development Agency)

- **Venues & infrastructure** – Delivery of the infrastructure (for example, roads, bridges and utilities including demolition and remediation) and the big five venues comprising the Olympic Stadium, Aquatics Centre, Velopark, International Broadcast Centre/ Media Press Centre and the Olympic Village as well as Handball, Eton Manor and temporary venues within the Olympic Park. It also includes the development of new non-Olympic Park Games venues and new permanent legacy works at existing venues.

- **Transport** – Working with LOCOG and Transport delivery partners to ensure the delivery of necessary transport infrastructure for the London 2012 Games, including facilitation, integration, and co-ordination for delivery of rail operations, and the effective delivery of a coach service network, strategic and local Park & Ride operations and investment in and support for walking and cycling plans and London passenger river services. This includes the preparation and implementation of the London 2012 Statutory Olympic Transport Plan, in collaboration with LOCOG and Transport delivery partners, to ensure that everyone can get to where they need to be safely and on time during the London 2012 Games.
The ODA is led by the ODA Chair and 13-strong Board selected for their wide-ranging expertise. Day-to-day management is undertaken by the Chief Executive, supported by a team of directors.

The ODA has chosen to act as an intelligent client to public and private sector delivery partners. Further detail concerning delivery structures and processes are provided in the ODA’s Lifetime Corporate Plan (available via www.london2012.com).

### A1.8.1. ODA’s Delivery Partner - CLM

The ODA has appointed CLM as its Delivery Partner; CLM is a consortium made up of CH2MHill, Laing O’Rourke and Mace. The role of CLM is to provide the ODA with a programme management service managing the delivery of the construction programme for the London 2012 Olympic and Paralympic Games.

The ODA will remain the client and will hold the construction and building contracts directly. The ODA will also retain ownership of approval processes and financial systems to ensure appropriate oversight is maintained.

CLM’s focus is to bring a programme management approach and strategy that ensures the successful application of programme-wide plans, procedures and tools and also ensures the successful delivery of value for money projects.

CLM’s role is to develop appropriate approaches and ensure they are executed, not necessarily to “do” them. They are fundamentally a “management” rather than “execution” contractor. CLM will be judged on its ability to delegate to the supply chain and its performance under its stewardship.

In terms of objectives wider than ‘on time’ and ‘to budget’ delivery; the ODA expects high standards of achievement with regard to sustainability, health and safety and security. CLM will be expected to play an active part in delivering an exemplary performance in this regard.

In terms of interface to LOCOG the majority of interaction will be via the ODA. CLM’s role will be crucial in relation to the ODA’s management of public money through the programme phases and thus CLM needs to exercise considerable expertise to ensure
value for money, time-certain delivery and cost control on this scale.

**A1.9 Olympic Park Legacy Company**

In May 2009 the Mayor of London and Government established a dedicated London 2012 legacy delivery company – the Olympic Park Legacy Company (OPLC) – to plan, develop and manage the Olympic Park after the London 2012 Games. In October 2010, OPLC unveiled its revised plans for the Olympic Park – to be known as the Queen Elizabeth Olympic Park after the Games - which will include thousands of new homes and jobs, world class sporting, leisure, education and cultural facilities as well as new areas of parklands.

The OPLC was incorporated as a not-for-profit company jointly owned in equal shares by the Mayor of London and Government. Commercially driven and community focused, the company will work closely with the host boroughs, the Lee Valley Regional Park Authority, local people and sports governing bodies, building on the enormous investment and momentum already underway to transform the Park into a treasured asset for the capital and the country. Following the general election in May 2010, the Mayor and Government agreed that OPLC should be reformed as a Mayoral Development Corporation, controlled by the Mayor and through him directly accountable to Londoners. This development of OPLC and its role is an important part of the transition arrangements following the London 2012 Games and the streamlining of regeneration responsibilities among organisations engaged in regeneration in the Lower Lea Valley.

The OPLC and in future the Mayoral Development Corporation create a focal point for securing the right expertise, accountability and leadership to take forward early legacy development and transformation decisions and deliver long term regeneration benefits for London and the UK.

It works closely with the ODA to prepare for the post Games transformation and other areas of inter-related work such as the ArcelorMittal Orbit and Athletes’ Village. An ODA/OPLC Joint Programme Board provides oversight and coordination to this work. The ODA and OPLC have been exploring the potential benefits of OPLC taking on early responsibility for the post Games transformation works in the Olympic Park as part of its overall legacy role. A final decision will be taken in May 2011. OPLC also works closely with LOCOG to maximise the legacy opportunities from sponsor showcasing.
The OPLC’s remit includes securing a viable future for the venues and parklands that will remain post-2012, focusing on community and elite sport participation. It will drive a major long term programme of development and regeneration in east London over the next two decades by building investor and community confidence for the development envisaged in the evolving legacy masterplan.

It will support the Host Boroughs’ convergence agenda by ensuring the site is physically, economically and socially interconnected, with the surrounding communities and that local communities are fully engaged.

It is also responsible for the operational management and marketing of the Queen Elizabeth Olympic Park including developing a range of exciting legacy attractions and activities to establish the area as an internationally recognised “must-see, must return” destination.

The OPLC Chair and CEO attend the Olympic Board.

A1.10 Wider Stakeholders

A1.10.1. LOCOG’s Client Groups

LOCOG has categorised nine top-level ‘client groups’ to enable a clear, concise client perspective of what it means to interact with the Games. A good understanding of these client groups, and their service needs, will facilitate LOCOG and other London 2012 Stakeholders to create the desired client experience before, during and after the Games. The IOC’s Coordination Commission also requires LOCOG to report using this client dimension. The nine client groups are defined below:

A1.10.1.1. Athletes and Team Officials

The Athletes Client Group comprises of athletes and their supporting Team Officials participating in the Games as accredited members of a National Olympic Committee (NOC) or National Paralympic Committee (NPC) delegation:

- Athletes: Olympic and Paralympic athletes
- Team Officials: Chef de Mission, Olympic Attaché, Team Leaders, Coaches,
Medical personnel, Technical personnel, Administrative personnel, replacement athletes, sparring partners and Press Officers, Grooms

There is an intrinsic link between athletes' performance at Games time and the coaching, technical, medical, administrative support staff available to them and therefore LOCOG must take this into consideration when defining service levels to this client group. The Olympic Charter entrusts the responsibility of this client group to the 205 NOCs and 162 NPCs who are charged with bringing their athletes and team officials to the Games.

A1.10.1.2. Olympic and Paralympic Family

The Olympic and Paralympic Family client group is defined as the IOC and IPC organisations (and their constituents), Chairmen and CEOs (or equivalent) of sponsors and broadcasters, international and domestic dignitaries, Presidents & Secretaries General of the NOC/NPC and International Federations (IFs) /International Paralympic Sporting Federations (IPSFs), future OCOGs, candidate cities, World Anti-Doping Agency (WADA), the Court of Arbitration for Sport (CAS) and other eligible guests.

The International Olympic Committee (IOC) is an international non-governmental non-profit organisation. Its mission is to promote Olympism throughout the world and to lead the Olympic Movement. It owns all rights to the Olympic symbols, flag, motto, anthem and Olympic Games. Its primary responsibility is to supervise the organisation of the Summer and Winter Olympic Games.

The Olympic Games Coordination Commission (CoCom) is formed shortly after the election of a host city to oversee and assist the Organising Committee (in this case LOCOG) in the planning, construction, and operation of the Olympic Games. CoCom acts as a liaison between the IOC, LOCOG, the BOA and the IFs. The commission includes representatives of the IOC, IPC, the IFs, the NOCs and an athlete representative, as well as experts in the fields of media, environment, and TV technology. The CoCom formally visited London annually until 2008. Since then it visits on a six monthly basis.

The International Paralympic Committee (IPC) is the global governing body of the Paralympic Movement. The IPC organises the Summer and Winter Paralympic Games, and serves as the International Federation for 11 sports, for which it supervises and co-ordinates the World Championships and other competitions. The IPC is committed to enabling Paralympic athletes to achieve sporting excellence and to developing sport
opportunities for persons with a disability from the beginner to elite level. In addition, the IPC aims to promote the Paralympic values, which include courage, determination, inspiration and equality. The IPC is an international non-profit organisation formed and run by 162 National Paralympic Committees (NPCs) from five regions and four disability specific international sports federations (IOSDs).

The IPC has a representative on the IOC Coordination Commission who follows the developments from a Paralympic perspective and ensures that Paralympic priorities are addressed. Furthermore, the representative links with the IPC Management Team, which works with LOCOG on an ongoing basis on the planning, construction and implementation of the Paralympic Games. The President of the IPC is also a LOCOG board member.

A1.10.1.3. Technical Officials

Technical Officials are the individuals who officiate the field of play and athlete areas. As such, Technical Officials are service providers to the athletes which underlies their importance to the athlete experience. This Group includes:

- Technical Delegates
- International Technical Officials
- National Technical Officials
- International Federation (“IF”) Staff, Senior Staff and Executive Board Members. They are not Technical Officials, but receive similar accreditation-rights to Technical Officials.

**Technical Delegates** are the primary interface on Sport/Event-related matters between the IF/IPSF and LOCOG. They provide the continuity of IF/IPSF knowledge through successive Olympic and Paralympic Games in terms of the delivery of the sport and work closely with the Competition Managers to ensure the rules and regulations of the sport are adhered to.

**International Technical Officials (ITOs)** are selected by the IF and provide the key
expertise in the area of officiating. The numbers of ITOs is determined in conjunction with the IOC. ITOs are well trained, experienced individuals who travel the world officiating at IF events. The Olympic and Paralympic Games forms part of a global sporting calendar albeit the most important and prestigious.

National Technical Officials play a support role to the ITOs. They are from the host country and are appointed by LOCOG in consultation with the respective National Governing Body and the IF. The overall number of NTOs will be determined in proportion to the agreed number of ITOs. Depending on the sport and the experience of hosting events in the UK, the number of suitably qualified NTOs will vary considerably. LOCOG will have to put in place, along with the National Governing Bodies (NGBs) and UK Sport, a training programme for potential NTOs of those sports who currently do not have a large pool to select from.

A1.10.1.4. Press

The Press Client Group is composed of representatives of photographic and written press from the UK and overseas, as well as broadcasters that are not part of rights holding organisations. It includes:

- Three IOC recognised international news agencies (AFP, AP and Reuters)
- Written press
- Photographers (including technicians and photo editors)
- Official accredited non-rights holding broadcast organisations, which are treated as press because these are granted similar access service and access levels

Non-accredited press are also included in this Client Group, but no services are provided to them by LOCOG. There will be a non-accredited media centre managed by Visit London. It is expected that approximately 3,000 non-accredited media personnel will use this facility.

A1.10.1.5. Broadcasters
This Client Group includes the Olympic Broadcast Service (OBS) and all the rights holding broadcasting organisations. Other broadcast organisations (which are not rights holding) are included in the Press Client Group.

The Games broadcasters play a significant role in the Games, not least because a sizeable portion of the money they pay to the IOC is shared with LOCOG to help it stage the Games. As such, the IOC requires LOCOG to ensure that all the IOC's contractual obligations are met in respect of this important client group.

The IOC has negotiated broadcast agreements for London 2012. However, NBC has already been granted the exclusive broadcast rights for the US, the European Broadcast Union for Europe (who has sub-licensed the UK rights to the BBC), CCTV for China, and SBS for Korea. Each rights-holder will therefore have the right to operate in the International Broadcasting Centre (IBC) and broadcast and supplement the feed produced by the host broadcaster, which for London will be the Olympic Broadcast Service (OBS), an affiliated entity of the IOC which is responsible for ensuring consistency of service across all Winter and Summer Games. The OBS install all the equipment in the IBC and are responsible for selling facilities to the Rights Holder Broadcasters (RHB).

LOCOG owns the rights to the London 2012 Paralympics. In the UK these have been sold to Channel 4. LOCOG is still in the process of selling international rights.

**A1.10.1.6. Marketing Partners**
The Marketing Partners Client Group includes The Olympic Programme (TOP) and domestic Tier 1, Tier 2, and Tier 3 partners.

**The Olympic Partners (TOP):** The IOC's TOP Partners are a limited number of multinational organisations with exclusive worldwide marketing rights to both Summer and Winter Games. They play a significant role in the Games, not least because a sizeable portion of the money they pay to the IOC is shared with LOCOG to help it stage the Games. Similarly to Games broadcasters, the IOC requires LOCOG to ensure that all the IOC's contractual obligations are met in respect to this important constituent group.

The IOC is still negotiating some of the TOP Partner deals for London 2012. However,
the IOC has already granted exclusive marketing and supply rights for the London 2012 Olympic Games to the following companies in the following product categories: Coca-Cola (non-alcoholic beverages), Atos Origin (technology solutions provider), GE (multiple categories based on their product range - including temporary power, white goods, security systems etc.), McDonald's (certain retail food service operations and ready-to-eat and frozen products), Omega (timing and scoring), VISA (payment systems) Panasonic (audio and tele-visual equipment), Samsung (mobile telephony), Acer (computer hardware), Dow (chemistry company) and Proctor and Gamble (personal care and household products).

LOCOG cannot sign up any domestic marketing partners who conflict with any of the rights granted to the IOC's TOP Partners. Atos Origin, Omega and Visa and Otto Bock Health Care are confirmed as worldwide partners for the London 2012 Paralympic Games.

**Domestic Partners:** Under the Host City Contract and the JMPAs signed with the BOA and BPA, LOCOG has the exclusive right to grant marketing rights in the UK to the London 2012 Olympic and Paralympic Games, Team GB and Paralympics GB until 31 December 2012. LOCOG will exploit these rights through its sponsorship and licensing programmes.

LOCOG intends to have 3 tiers of marketing partners and has made good progress in signing up domestic partners. The Tier 1 partners effectively have the same rights in the UK as the TOP partners. Tier 2 and Tier 3 partners have proportionately fewer rights, but always have exclusivity in their respective marketing categories. Many also have exclusive suppliership arrangements with LOCOG as part of their deals with LOCOG. See [http://www.london2012.com/](http://www.london2012.com/) for an up-to-date list. LOCOG is also running an extensive merchandise licensing programme and have already secured a number of licensees.

**A1.10.1.7. Workforce**

The workforce client group includes all persons who are paid employees, volunteering or contractors for LOCOG who help LOCOG directly deliver the Games.

**A1.10.1.8. Spectators**
The Spectator Client Group includes:

- Those that have signed-up to the process by which they can apply for tickets. Pre-Games, this group includes only domestic (UK & European) Spectators as other international spectators must purchase tickets through their NOCs (European Spectators have the option of doing so). During the Games, all Spectators holding tickets are treated similarly.

- Those who will watch an event where no ticket is needed (e.g. watching the marathon on the side of the road).

This broad client group is represented by people with a mix and spectrum of interests, demographics, and varying levels of interest in sports and in the Games.

A1.10.1.9. General Public

The General Public Client Group includes all members of the public, both domestic and international. This includes the communities around venues (including the 5 Host Boroughs), London Residents, Host City Residents, UK Residents, Businesses, Tourists and the wider international audience with whom LOCOG wishes to communicate.

Ticket holders are not included in this Client Group, because they fall in the Spectator Client Group. It should also be noted that other Client Groups can transition to or from the General Public Client Group at any time (e.g. an Athlete who has finished competition who is visiting sights and attractions in London).

A1.10.2. Legacy Trust UK (LTUK)

The Legacy Trust UK is an independent, charitable trust, established with a £40m endowment from the Big Lottery Fund, the Arts Council England and the Department for Culture, Media and Sport, to support a wide range of innovative cultural and sporting activities for all, which celebrate the London 2012 Olympic and Paralympic Games. The Trust will encourage a joined up approach to celebrate sport, education and culture, and will look to fund the widest possible range of projects in which the maximum number of people can get involved, leaving a lasting legacy in communities throughout the United Kingdom.
The Trust’s grant making will consist of 16 grants in total. Twelve of these grants are being delivered in a strategic way in each of the Nations and Regions structures for umbrella projects for Scotland, Wales, Northern Ireland and the 9 English regions. These programmes have been selected and are being managed at regional level. The grants are being distributed by regional bodies, who understand what will work in their regions, and where investment is needed. The 12 programmes vary widely across the UK, but all of them share three key aims:

i. to unite culture, sport, knowledge and learning, in line with the values and vision of the Olympics and Paralympics
ii. to make a lasting difference to all those involved
iii. to be grassroots projects, often small in scale, and uniting communities of interest at local and regional level.

The remaining 4 grants are for the following UK-wide programmes:

i. The UK Schools Games - a multi-sport event for the UK’s elite young athletes of school age designed to replicate the feel of major sporting event such as the Olympic & Paralympic Games.
ii. somewhereto – this aims to create something enduring that inspires young people (aged 16-25) to connect with, and own, London 2012. It aims to help young people find ways to access the spaces they need – whether it is to do sport, dance or music, making art or showing their films. It is one of the ten major projects of the Cultural Olympiad, and is currently in a development phase.
iii. The Tate Movie project – aims to engage primary school aged children in the first animation film of its kind, creating a film made by and for children across the UK.
iv. Community celebrations - will allow communities to bid for funding to host a spectacular outdoor event in their area, celebrating a moment of real local significance.

Further information about all these grants is available at http://www.legacytrustuk.org

A1.10.3. London Boroughs Hosting the Games (the East London Host Boroughs)
The Olympic Park falls across the London Boroughs of Hackney, Newham, Tower
Hamlets and Waltham Forest which together with the London Borough of Greenwich, comprise the East London Host Boroughs. These boroughs and the Lea Valley Regional Park Authority have each guaranteed to make the land under their control available for the Olympic Park. For planning purposes this land falls within the boundaries of the ODA Planning Authority set up under the London Olympic Games and Paralympic Games Act 2006.

While the majority of events are being held in and around the Olympic Park, some will be held further afield, both in and out of London. Each of the local authorities hosting events is accountable to the IOC through guarantees submitted with the Candidature File. For further information visit www.london2012.com or the relevant borough’s website.

A1.10.4. The Royal Parks

The Royal Parks will host some of the key venues for the London 2012 Olympic and Paralympic Games. Greenwich Park will host the Olympic and Paralympic Equestrian Events; and elements of the Modern Pentathlon; Horse Guards Parade Ground will host Beach Volleyball; Hyde Park will be the venue for the Triathlon and Marathon Swimming; and The Mall in St James’s Park will host the start/finish of Road Cycling; the Olympic and Paralympic Marathon and Race Walk.

In addition to this other events will incorporate roads in The Royal Parks including Bushy Park and Richmond Park. The Royal Parks is also working with the Greater London Authority over plans for Hyde Park to host a Festival Live Site during the Olympic Games, providing Games coverage as well as cultural programmes.

In supporting the delivery of a world-class Games in 2012, the guiding principles of The Royal Parks are as follows:

- To protect and conserve the parks for current and future generations and minimise impact of events;
- To maximise safe access for park visitors;
- To ensure the parks are returned to their pre-Games condition.

The Royal Parks has been working with the London Organising Committee of the Olympic and Paralympic Games (LOCOG) to help it develop its plans for events in The Royal Parks.
A1.10.5. Olympic Lottery Distributor
The Olympic Lottery Distributor’s (OLD) primary role is to support the delivery of the London 2012 Olympic and Paralympic Games by funding the provision of the necessary facilities and infrastructure through the effective and proper distribution of funds from the Olympic Lottery Distribution Fund (OLDF). The OLD is an Executive NDPB and was created under Section 29 of the Horserace Betting & Olympic Lottery Act 2004.

A1.10.6. Sport England
Sport England is a DCMS non-Departmental Body. It works with national governing bodies, local authorities and through county sports partnerships to develop a world leading community sports system to sustain and increase participation and develop sporting talent at all levels. Its current strategy 2009-2013 sets out how Sport England will:

- increase sports participation by at least 1 million more regular participants by 2012/13
- sustain participation by reducing post 16 drop off and increase user satisfaction
- excel in developing sporting talent through high quality clubs and coaches

Central to Sport England’s new strategy will be a new partnership with national governing bodies. Sport England has commissioned each sport at a national level to deliver shared objectives and, where necessary help build capacity. Sport England has agreed Whole Sport Plans which set out the objectives for each sport. These plans will simplify relations and funding streams and help to focus on increasing participation with particular emphasis on hard to reach groups and women’s and girl’s sport. In November 2010, Sport England launched the “Places, People, Play” strategy to capitalise on London 2012 to develop a clear and lasting legacy of sports participation from the London 2012 Games and funded by an increase in sports share of lottery proceeds for good causes. The focus of the strategy is on new and improved local and iconic facilities, protection and improvement of playing fields, volunteering and coaching and mass participation through a new sports try-out scheme Sportivate.

A1.10.7. UK Sport
UK Sport works in partnership with the BOA, the BPA, National Governing Bodies (NGBs)
and other partners to deliver elite sport in the UK. It has responsibility for funding and managing the UK World Class Performance Pathway for Olympic and Paralympic sport – including the Talented Athlete Scholarship Scheme (TASS) and the funding and direction of the English Institute of Sport (EIS).

Elite athletes are offered services through their National Governing Body, including coaching, sports science, innovation, travel and performance lifestyle support. Financial support is also provided directly towards living and training costs.

UK Sport's international programme provides clear strategic support to enable sports to bid for and then stage major events in the UK. It also works in partnership with organisations and agencies across the world to help assist developing countries with the creation of their own sporting systems.

A1.10.8. UK Anti Doping

UK Anti-Doping is the national body responsible for the implementation and management of the UK’s anti-doping policy. It took over responsibility from UK Sport in December 2009. UK Anti-Doping is responsible for ensuring sports bodies in the UK comply with the World Anti-Doping Code, UK Anti-Doping also works with athletes and sports to develop and deliver education and information programmes. As well as carrying out testing across more than 40 sports, UK Anti-Doping undertakes intelligence management and is responsible for the determination of anti-doping rule violations.

UK Anti-Doping is an active participant in the global fight against doping and recognises the need to take an international approach. Partnerships with the World Anti-Doping Agency (WADA), UNESCO (2006 UNESCO Convention Against Doping in Sport), the Association of National Anti-Doping Organisations, the Council of Europe and the International Anti-Doping Agreement are integral to UK Anti-Doping's international activities.

A1.10.9. International Inspiration (II) Foundation

The II Foundation is an independent charity established in 2009 to oversee the London 2012 International Inspiration Programme. The Foundation is responsible for the strategic
direction of the programme and for delivery through the programme’s three delivery partners: the British Council, UK Sport and Unicef.

The International Inspiration programme, London 2012’s international legacy programme, has a unique approach, working on three levels - with policy makers, sporting practitioners and young people themselves. The programme seeks to effect long-term changes to the way countries are promoting the role of sport in the school curriculum and in the community. The II Foundation aims to create long-term, transformational change for young people around the world through and beyond London 2012.