

The London Organising Committee of the
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Len Duvall AM
Deputy Chair, ECST Committee
London Assembly

Sent by email

2 November 2011

Dear Len,

Thank you for your letter seeking us to respond to the recommendations to LOCOG from the Economy, Sport, Culture and Tourism Committee report into Games-time employment and skills.

Our response below is comprehensive, reflecting the importance that we attach to this whole area. It should be read in conjunction with our original written submission to the Committee in February (which enclosed our Employment and Skills Strategy); our appearance in front of the Committee in March; and additional information provided to the Committee in response to further questions in April.

Yours sincerely,

Paul Deighton
Chief Executive



Recommendation 3

The Mayor, the Host Boroughs and LOCOG must urgently meet the six London Prime Contractors and seek their commitment to supporting LOCOG's employment targets and filling Games-time roles with their clients. The Mayor must highlight the concerns of the voluntary and community sector as part of these discussions, as well as promoting the existing employment support networks which Prime Contracts should be linked into. The Mayor should report back to this Committee by October 2011 on the outcome of these discussions.

Every fortnight, LOCOG attends a Pan-London performance and delivery network meeting. Chaired by Jobcentre Plus, this brings together representatives from across the employment skills provider network and the six London Prime Contractors. This regular meeting ensures that we all make the most out of existing networks to help LOCOG and contractors recruit the people we need.

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Recommendation 4

In its response to this report by October 2011, LOCOG should set out how it proposes to support and constructively challenge its contractors to recruit local people and long-term unemployed Londoners.

We have seen a consistent demonstration from our contractors of a fantastic level of commitment to our ambitions on employment and skills. We require our contractors to work towards the targets for our Games time workforce, employing people who will have been previously workless and also people resident in the 6 Host Boroughs. We embedded our Employment and Skills targets at the heart of our interaction with contractors from the very start, and contractors recognise this is a priority for LOCOG and all of our partners. This has been true since the initial tender response stage of procurement, and will continue right through current recruitment now and on until the Games themselves.



LOCOG has a team in place that is dedicated to contractor integration. The team provides contractors with specialist assistance on employment and skills, so that the whole workforce is ready for the Games in all areas including catering, uniforms, accreditation, transport and training, and also that contractors deliver the workforce that they committed to when they tendered, therefore contributing toward our targets. A LOCOG Employment and Skills Manager (ESM) acts as a single point of contact and expertise for the contractor on the employability network - everything from Job Centre Plus and the Skills Funding Agency to local jobs brokerages and the range of pre-employment training packages delivered by numerous external delivery partners. Together, ESMs and contractors identify recruitment opportunities and provide solutions that deliver against our targets.

The number of new roles created from our contractors is still being finalised, but as we have said to the committee, there will be tens of thousands of new jobs created. In conjunction with our contractors and the host boroughs, LOCOG has identified 10,000 vacancies across our main people contracts (catering, cleaning, waste, retail and security) to source directly through the host boroughs. Access to further job opportunities will also be available to host borough candidates as contractors will have other recruitment channels through which candidates can apply.

We are now working with the contractors to maximise local and diverse recruitment for these roles within the Host Boroughs, hosting a series of recruitment events across the Host Boroughs with partners such as the job brokerages, Jobcentre Plus, FE colleges and community groups such as TELCO. By the end of 2011 at least 70 such events will have taken place, with more to follow in the New Year. After the Games have concluded in

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September 2012, our contractors will be required to report on how their Games time workforce performed against our two Employment and Skills target zones.

Recommendation 5

LOCOG should take steps to improve the quality and level of its engagement with the voluntary and community sector in east London. It should develop a more direct and streamlined system for working with the London voluntary and community sector. This should include the provision of information on the expected vacancies during Games time, including volume per industry, job specifications and any skills gaps that have been identified. We will revisit this issue in October 2011 to assess what has changed and ask LOCOG to set out what it proposes to do in response to this report.



LOCOG's Community Relations team has set up an advocacy programme with a range of voluntary and community sector organisations at Host Borough, London and national levels, and are now consistently helping people access Games-time recruitment opportunities.

LOCOG also set up a Voluntary Advisory Working Group to help us devise the Games Maker programme, with members with London and national remits so we could effectively cover both the micro and macro level. We continue to work with members and seek their support in communicating our key messages to their staff and member organisations.

Almost two hundred and fifty thousand people applied for the unique opportunity to become a Games Maker with LOCOG in the summer of 2012 (the application window closed last year). Not only does this number reflect a great awareness of the Games Maker opportunity but evidence that our engagement and communication plans achieved their desired effect. Further evidence to this point is that 19% of our total London applications came from the Host Boroughs.

The original London 2012 Bid company, and now LOCOG, has worked closely with London Citizens (the UK's largest independent community alliance) and TELCO (its East London branch). We are now delivering a series of community based recruitment events to facilitate contractor recruitment from the more than 250 communities TELCO represents. In preparations for these events, LOCOG's employment and skills team delivered capacity building workshops for TELCO members to enable them to deliver their own candidate assessments sessions, the successful candidates from which will be invited to contractor recruitment events held in local community venues.

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Over the course of the summer, LOCOG's employment and skills team have attended 30 community engagement events across the Host Boroughs and London to provide information on the Games time employment opportunities and direct how to register their interest. In addition, LOCOG hosted a briefing event in July, attended by more than 60 different organisations from across the Host Boroughs to share information on the type, volume and timelines for Games time recruitment.

Further to this, LOCOG has hosted two workshops, in August and September, to raise awareness of Games time opportunities and the way in which vacancies will be disseminated and candidates should apply. We have now redeveloped the jobs website (<http://www.london2012.com/get-involved/jobs/>) as part of an ongoing campaign to provide more detailed information on the variety of Games time employment opportunities both with LOCOG and London 2012 contractors.



Recommendation 6

When monitoring the residency of its workforce LOCOG should include a question asking for information about the length of duration of residency within the borough they currently reside. LOCOG should ensure its contractors collate similar information. The Host Borough Unit should update the Committee about the outcome of its discussions with LOCOG on this issue by October 2011.

LOCOG defines "Residents of the Host Boroughs" as those people who provide a postcode for their current address that is within the six Host Boroughs. In doing so, LOCOG has adopted the definition used by public authorities including Her Majesty's Revenue and Customs, Local Taxation and Valuation. A person is resident in an area from the day they move to a permanent and specific address. There is no requirement to have a minimum period of residence before being considered a genuine resident.

We have set a target zone of 15-20% of our Games-time workforce to be residents of the Host Boroughs. For LOCOG's paid workforce, we require all new employees to provide their current address upon commencement of their employment. For Games Makers, all applicants were required to provide their current address. For contractor roles, contractors will be required to monitor and report on the current address for the workforce they employ at Games time¹. LOCOG has not set a target regarding length of residency for its workforce.

¹ This includes both their existing workforce who they deploy to service their LOCOG contracts as well as any new employees recruited for Games time roles.

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In response to the Assembly recommendation, LOCOG has explored with all of our partners and contractors the possibility of measuring length of residency through our monthly Employment and Skills steering group. The challenge was to find a workable common position, as it would need to cover not just LOCOG paid workforce and each of our contractors, but also the local labour schemes, Jobcentre Plus, Colleges and any other external partner submitting candidates to us. Length of residency needs to be measured at source, to monitor and verify the supply by each of the partners, against any new requirement.

After considerable analysis, the group concluded that this would not be practical for the following reasons:



- LOCOG contractors are all independent companies that employ multiple approaches to recruit and administer their staff, but all of them would suddenly be required to adopt this approach. This would require over 100 contractors to change their current recruitment systems and monitoring processes to collect this new information. Talking to a handful of contractors, they estimated that this would cost them c£45,000. It was felt that this was not cost effective.
- JCP would need to undertake a wholesale change to their systems and processes. Due to the scale of systems impact, it would not be possible to do this before the 2012 Games.
- Each of the local labour schemes would also need to invest in systems and process changes to incorporate the changes required. The Host Boroughs differ in their approach to this issue and are unlikely to support the investment required to incorporate these changes.

There are other actions that could be taken that may achieve the desire of the Committee's recommendation.

After the Games, LOCOG may be able to analyse data through its Accreditation system to report on the accredited workforce that had lived in the Host Boroughs for three years prior to being accredited. LOCOG will investigate this idea further and report back to the Committee at a later date.

Jobcentre Plus may also be able to undertake a "scan" of their systems to identify the number of those unemployed in a host borough who have successfully gained roles over a specific period which will demonstrate the impact of Games time employment. This will therefore provide the boroughs with more relevant information on the numbers of unemployed people who have successfully gained employment in the period of the Games.

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Recommendation 7

We recommend that LOCOG should set itself targets to recruit at least seven and 12 percent of its total workforce via the various welfare-to-work schemes providers.



LOCOG's Games time workforce will be made up of three different groups - those directly employed by LOCOG (anticipated to number up to 6,000 at Games time), the volunteer workforce (anticipated to number up to 70,000 at Games time) and the contractor workforce (anticipated to number around 100,000 at Games time). LOCOG has set a target zone of 7-12% of the Games time workforce to have been previously workless prior to working at Games time. This target applies across all three components of the Games time workforce despite the wide variation in duration of employment, physical locations of jobs and the skills and experience required across all three.

We already work with the various welfare-to-work providers so they can put forward candidates, but the proposed target appears arbitrary, and we do not know whether sufficient volumes of suitable candidates could be sourced from welfare-to-work providers alone.

Those on welfare-to-work schemes seek immediate employment, while LOCOG and contractors often need to recruit well in advance of the Games, with job offers made in as many as ten months out from the commencement of the role. All of the workforce must have entered the Accreditation process by April 2012 at the very latest, three months before the Games.

The welfare-to-work provider network operates on an outcome-related payment model, where the majority of funding attached to each beneficiary is only made available to providers upon the achievement of sustained employment of six or twelve months duration. Games-time roles are inherently short term, lasting around nine weeks which will not trigger outcome payments for welfare to work providers.

Our approach has therefore been to focus on workless and Host Borough residents, which is why we set those targets and ensured our contractors also agreed with them throughout our procurement process. As a result of this work, we believe that around 10,000 roles could be filled by people supplied through the Host Borough job brokerages and other delivery partners.

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LOCOG has already recruited 1/3 of our paid workforce for the Games, and contractors have signed up to our aims and targets from the beginning of our procurement process and are now recruiting. At a time when we must focus all our efforts on recruitment and achieving our agreed targets, we do not believe we should explore setting further ones.

Recommendation 8

By January 2012 LOCOG and the Mayor should report to the Committee the number of Personal Best graduates who have been recruited to the volunteer workforce. In its response to this report by October 2011, LOCOG and the Mayor should set out what lessons it has learned from the recruitment of Personal Best graduates that might be applied to the recruitment of paid positions.



A total of up to 70,000 volunteers will be needed for the Games. Nearly a quarter of a million people applied when the application process opened in 2010. We are now undertaking 100,000 interviews, which we will continue until March 2012.

We have now made our very first offers for Games Maker volunteer roles. Offers will continue to be made up until April 2012. As this process is ongoing, we are not in a position to say how many Personal Best graduates will be volunteering with us next summer now, or by January 2012.

We can, however, report that 1,113 Personal Best graduates successfully applied to the volunteer programme. LOCOG committed to provide a guaranteed Games Maker interview to graduates of the scheme, and each of these 1,113 people will be invited to interview.

An independent evaluation of Personal Best has been commissioned by GLA for all those involved. LOCOG will learn from this evaluation, and apply any lessons both to our own paid recruitment, but also to pass on to future Games Organising Committees.

