

GREATER **LONDON** AUTHORITY

(by email)

Our reference: MGLA230625-8494

21 July 2025

Dear

Thank you for your request for information which the Greater London Authority (GLA) received on 23 June 2025. Your request has been considered under the Freedom of Information Act (FOI) 2000.

You requested:

Under the Freedom of Information Act 2000, I am requesting access to document ADD2536 titled "Initial feasibility study exploring a bid for the 2036 or 2040 Olympic and Paralympic Games" (2021).

Please see the following link for the referenced document
<https://www.london.gov.uk/media/32522/download>

REQUEST FOR ASSISTANT DIRECTOR DECISION ADD2536 - London City Hall
PART I – NON-CONFIDENTIAL FACTS AND ADVICE Decision required – supporting report 1. Introduction and background 1.1. The GLA Major Sports Events team is investigating the feasibility of a bid for a future Summer

I am specifically seeking:

1. The complete feasibility study document
2. Any related correspondence or supporting documents
3. Details of the procurement process for the £50,000 professional services contract if possible
4. Any decision papers or approvals related to this study

Our response to your request is as follows:

1. Please find attached.
2. From our preliminary assessment, it is clear that we will not be able to answer your request without further clarification and we need further information in order to identify and locate the specific information you have asked for. In its current form ('any' related documents and correspondence) is too broad for us to reasonably be able to process and could include anything which relates to a potential bid. The GLA will be able to reconsider any new request you may wish to submit, providing that you can be more specific regarding the information you are seeking.

GREATER **LONDON** AUTHORITY

3. Transport for London conducted the procurement (on behalf of the Greater London Authority) through a formal tender process to identify a service provider for the Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic and Paralympic Games requirement. Details of this process are set out within the Invitation to Tender document as attached – specifically, please refer to Section 3 of this document.
4. You have referenced the relevant decision paper in your request: [ADD2536 Feasibility study on a bid for the 2036 or 2040 Olympic Games | London City Hall](#)

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA230625-8494.

Yours sincerely

Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:
<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>



Transport for London



Volume 1 The Invitation to Tender

Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic and Paralympic Games

TfL Reference Number: **GLA 81967**

Version: 01

Date:

Transport for London

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1 INTRODUCTION

Overview

This Invitation to Tender (ITT) is being issued to those bidders who have been identified as suitable for the requirement for GLA 81967 - Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic and Paralympic Games.

This procurement is being run by Transport for London (TfL) on behalf of the Greater London Authority (GLA).

Transport for London's contact details can be found in [paragraph 3.9](#) of this document.

This ITT forms part of a competitive procurement for the award of a contract for provision of an "Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic and Paralympic Games".

This procurement is being conducted in accordance with Transport for London's drive to deliver best value whilst meeting its own requirements. At the end of this procurement process, Transport for London may choose to award a contract. Any contract which Transport for London awards, will be to the supplier who submitted the most economically advantageous tender.

You are required to respond to all sections of this ITT.



1.1 Document Structure

This ITT contains 5 parts. These are:

1. Volume 1 - GLA 81967 Invitation to Tender
2. Appendix 1 - Specification
3. Appendix 2 – Draft Contract
4. Appendix 3 – Technical Questions
5. Appendix 4 – Financial (Pricing) Template

Volume 1 (The Invitation) includes sections as set out in the Table of Contents of this document.

Appendix 1 (The Specification) sets out TfL's requirements for the Services to be provided.

Appendix 2 (The Draft Contract) will form the basis for the contract between Transport for London and the successful bidder and contains the following:

- Terms and Conditions
- Schedule 1 Key Contract Information
- Schedule 2 Special Conditions of Contract
- Schedule 3 Specification
- Schedule 4 Charges
- Schedule 5 Project Plan
- Schedule 6 Form for Variation
- Schedule 7 Contract Quality, Environmental & Safety Considerations

Appendix 3 (Technical Questions) sets out the questions bidders are requested to respond to in their tender responses, including any page limits (if applicable) and the weighting attached to each question. Note that the template itself is not to be completed.

Appendix 4 (Financial Template) is for completion in the template and sets out bidders' proposed price for providing the requested services.

You should note that Appendix 1 of this ITT will ultimately form Schedule 3 of the contract and the successful bidders will be required to carry out the Services in accordance with the terms of the contract.



2 BACKGROUND

2.1 Introduction

This section provides you with background information on the Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic and Paralympic Games tender, which is being led by Transport for London (“TfL”) on behalf of the Greater London Authority (GLA).

TfL requires a contract to be put in place for November 2021; TfL is conducting a competitive tender for this contract for a duration of 6 months.

The budget for this procurement is £50,000 (exclusive of VAT). Your financial submission must fall within this budget.

2.2 Transport for London – Overview

TfL was created in 2000 as the integrated body responsible for London’s transport system. TfL is a functional body of the Greater London Authority. Its primary role is to implement the Mayor of London’s Transport Strategy and manage transport services to, from and within London.

TfL manages London’s buses, the Tube network, Docklands Light Railway, Overground and Trams. TfL also runs Santander Cycles, London River Services, Victoria Coach Station, the Emirates Air Line and London Transport Museum. As well as controlling a 580km network of main roads and the city’s 6,000 traffic lights, TfL also regulates London’s taxis and private hire vehicles and the Congestion Charge scheme.

Further background on what TfL does can be found on the TfL website here:

<https://tfl.gov.uk/corporate/about-tfl/what-we-do>

2.3 Further Information

Further information on TfL can be found on the following website, and TfL expects that you will review the publicly available material relating to various aspects of this procurement.

<https://tfl.gov.uk/corporate/about-tfl/>



2.4 Greater London Authority – Overview

The Greater London Authority (GLA) was established by the GLA Act 1999. Its staff are appointed by the Head of Paid Service, the GLA's most senior official, and serve both the Mayor and the London Assembly.

The corporate roles undertaken by GLA staff include:

- Spending money wisely – the GLA's budget and business planning documents clearly set out how Londoners' money is being spent
- Maintaining high standards – the GLA upholds the highest standards of conduct and maintains registers of gifts and hospitality and of interests for its Members and senior staff
- Governing the organisation – the GLA has developed a transparent and comprehensive approach to corporate governance which is overseen by its Corporate Management Team
- Electing the Mayor and Assembly – the GLA's Greater London Returning Officer (GLRO) oversees the administration of GLA elections which are held every four years.



3 THE PROCUREMENT PROCESS

3.1 Introduction

This section describes in broad terms the award process following the issue of this ITT.

3.2 The Procurement Process

TfL is conducting this procurement through a formal tender process to identify a service provider for the Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic and Paralympic Games requirement.

PLEASE NOTE: No information in this document is, or should be relied upon as, an undertaking or representation as to TfL's ultimate decision in relation to the Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic and Paralympic Games requirement. TfL reserves the right without notice to change the procurement process detailed in this ITT or to amend the information provided, including, but not limited to, changing the timetable, the scope and nature of the procurement and the procurement process. This will be subject to the normal rules of public law and procurement rules.

Moreover, TfL reserves the right to provide further information or to supplement and / or to amend the procurement process for this ITT. You enter into this procurement process at your own risk. TfL shall not accept liability nor reimburse you for any costs or losses incurred by you in relation to your participation in this procurement process, whether or not TfL has made changes to the procurement process.

TfL also reserves the right, at any point and without notice, to discontinue the procurement process without awarding a contract, whether such discontinuance is related to the content of tenders or otherwise. In such circumstances, TfL will not reimburse any expenses incurred by any person in the consideration of and / or response to this document. You make all tenders, proposals and submissions relating to this ITT entirely at your own risk.

3.3 Format of Tenders

The format for your tender can be found in [Section 4](#).



3.4 Bidders' Costs

You are reminded that you are solely responsible for the costs, which you incur, as a result of your participation in this procurement.

3.5 Procurement Timeline

The key dates for the procurement process are stated in Table 1 (Procurement Timetable) below. These dates are provided for your **guidance only**, and are **subject to change**.

Table 1: Procurement Timetable

Procurement activity	Timeframe guide
ITT Issued	01 November 2021
ITT clarification deadline	05 November 2021 at 12:00
Tenders due	10 November 2021 at 12:00
Evaluation of tenders	10 November 2021 – 15 November 2021
Presentations / Clarifications (optional) Recommendation	End of W/C 15 November 2021
Notify bidders	22 November 2021
Preferred bidder confirmation of commitments, contract signing	W/C 22 November 2021
Contract start and mobilisation	W/C 22 November 2021



3.6 Clarifications

PLEASE NOTE: You must submit any questions relating to this ITT via the clarifications facility on TfL's e-Tendering portal (found at: <https://procontract.due-north.com>) no later than the ITT clarification deadline set out in Table 1 (Procurement Timetable) of paragraph 3.5.

Subject to the provisions in paragraph 3.9, TfL will endeavour to respond within **five (5)** working days to clarification questions, which have been transmitted to TfL via the TfL e-Tendering portal prior to the ITT clarification deadline set out in Table 1 (Procurement Timetable) of paragraph 3.5.

You should be aware that:

- if, in TfL's view, questions are of a general nature, TfL will provide copies of questions in a suitably anonymous form, together with answers, to all bidders;
- if, in TfL's view, questions are of a specific nature, TfL will provide copies of questions, together with answers, only to the bidder seeking clarification; and
- the clarification process will be conducted on the basis of the equal, transparent and non-discriminatory treatment of bidders.

PLEASE NOTE: TfL reserves the right not to answer ITT clarification questions, which it receives after the ITT clarification deadline set out in Table 1 (Procurement Timetable) of paragraph 3.5.

3.7 Presentations / Clarifications

As detailed in Table 1 (Procurement Timetable) of paragraph 3.5 above, TfL will conduct Presentation / Clarification meetings as part of the evaluation process. TfL may clarify elements of your or other bidders' submissions and reserves the right to:

- re-visit the evaluation scoring; and
- ask further clarification questions.

3.8 Compliant Tenders

A compliant tender must:

- comply with the submission arrangements and conditions set out in [Section 3.9](#) (Submission Arrangements and Administrative Instructions) below; and
- address all category modules as further described in [Section 4](#) (Bidders' Tenders) of this Volume 1.



3.9 Submission Arrangements and Administrative Instructions

This paragraph describes submission arrangements for bidders' tenders.

You must upload your tender to the online e-Tendering portal at <https://procontract.due-north.com>

For help on uploading your tender, please refer to the video tutorials, FAQ's and help pages found in the Help Centre 'Responding to Tenders' section of the e-tendering website <https://supplierhelp.due-north.com/>.

If you encounter any problems please, first refer to the above referenced FAQ's and video tutorials. If the problem persists please contact 'log a ticket' on the supplier support portal (<http://www.proactis.com/Support>) in good time and inform the relevant tender co-ordinator of your issue. You are strongly recommended not to leave uploading of all data to the last day. Neither TfL nor its e-procurement system provider will be responsible for any failure to upload data due to insufficient time being allowed by Bidders. If you encounter a problem with using the e-procurement system website that will prevent you from completing the ITT before the closing date and time you must:

Log the problem with the e-procurement website helpdesk taking note of the time and contact details at the helpdesk, and contact the below named point of contact.

The point of contact for this procurement process is:



All documents, which comprise your tender, must be received by TfL no later than **12:00 (midday) on 10 NOVEMBER 2021**. You are advised to upload your tender allowing an adequate amount of time before this deadline in order to ensure that there is sufficient time to overcome any IT problems, which may accompany the uploading of the tender. **PLEASE NOTE:** TfL reserves the right to reject any tender, if it has been received after the deadline set out in this paragraph 3.9.

You must provide clear contact details for any post-submission clarification questions that TfL may have and ensure adequate staff cover during the evaluation period.



3.10 Rejection of Tenders

Tenders may be rejected if:

- they are not submitted by the submission date and time; or
- the complete information called for is not given at the time of responding;
or
- if they are in any other way deemed non-compliant by TfL.



4 BIDDERS' TENDERS

4.1 Introduction

The purpose of this section is to provide you instructions on how to structure and present your tender to enable TfL to carry out its evaluation of your tender.

You should place emphasis upon brevity and clarity in all aspects of your tender. Tenders should also be concise, contain only relevant information and be structured to reflect the category and modular structure of this ITT. You should note that:

- all documents and materials, which comprise the tender, must be written in English;
- the tender must contain table of contents, which includes all appendices that detail each part of your tender;
- the response to each module of the ITT must begin on a new page and must be in the sequence set out in this Volume 1;
- the name and number of the relevant module of the ITT must appear at the top of each page of the part of your tender, which relates to that module;
- all additional information, which is outside the scope of the information specifically requested in the modules, must be in clearly referenced annexes. However, TfL reserves the right not to take the additional information into account, when it evaluates the tender; and
- all tenders become the property of TfL upon submission and will be subject to the Freedom of Information Act 2000 (see [Paragraph 6.2](#) for further details).

4.2 Tender Response

The tender is split into stages:

- Stage 1 – Technical, Financial and Commercial
- Stage 2 – Presentations

4.2.1 Stage 1 – Technical, Financial and Commercial

Your tender must comprise three (3) elements:

- The Technical Submission
- The Financial (price) Submission
- The Commercial Submission.



The Technical Submission will consist of your response to the technical questions set out in 'Appendix 3 - GLA 81967 Technical Questions' document. Prices **MUST NOT** be included within The Technical Submission response.

Your tender should demonstrate your ability to meet the requirements listed in Appendix 1 (The Specification) and your proposals for doing so.

There is a minimum scoring threshold of '2 – Meets the Requirement' for each of the questions in The Technical Submission. Scoring below this threshold for any of the questions will result in a non-compliant tender.

The Financial Submission will consist of your response to the Pricing Template set out in Appendix 4 - 'GLA 81967 Financial Template'.

Bidders are requested to provide a firm price for the costs associated with delivering this requirement as outlined within 'Appendix 1 – GLA 81967 Specification'.

The Commercial Submission will consist of your response to:

- Form of Tender (Section 7 of this ITT)
- Conflict of Interest Declaration (Section 8 of this ITT)
- Non-Collusion Declaration (Section 9 of this ITT)

Bidders should complete, sign and return each of the above as their Commercial Submission.

4.2.2 Stage 2 – Presentations

Presentations will form part of the stage 2 technical evaluation.

All bidders who submit a compliant tender response will be invited to the presentation stage. Bidders who submit any non-compliant tender responses will be notified that they are no longer part of the tendering process.

Bidders that are invited to the presentation stage will be requested to present the information provided previously as part of their technical submission.

The purpose of the presentation will be to provide Bidders with the opportunity to bring their submission to life and expand on information provided in the written submission, along with the opportunity for evaluators to seek further clarification and understanding of the written submission. There will also be a



number of clarification questions asked on the day that will be provided to the bidder in advance.

Following presentations, the GLA has the ability to re-visit the scoring of questions in the Bidders ITT technical submission.

Any adjustments to the scoring will be based on the scoring criteria outlined within Appendix 3 – Technical Questions and justification for any adjustments will be documented.

Please note: The Authority reserves the right to award the contract without the utilisation of Stage 2 – Presentations.



5 RESPONSE EVALUATION

5.1 Introduction

The evaluation process will be conducted in a fair, equal and transparent manner in accordance with UK procurement rules.

The award criteria have been developed to assist TfL in deciding which bidder to award a contract to on the basis that their response represents the most economically advantageous tender. The award criteria are for use by those bidders, who have been invited to tender for the proposed contract, their professional advisers and other parties essential to preparing responses to the ITT and for no other purpose.

Failure to disclose all material information (facts that we regard as likely to affect our evaluation process), or disclosure of false information at any stage of this procurement process may result in ineligibility for award. You must provide all information requested and not assume that TfL has prior knowledge of any of your information.

We actively seek to avoid conflicts of interest and reserve the right to reject tenderers as ineligible where we perceive an actual or potential conflict of interest. You must advise and discuss all potential conflicts of interest with the TfL contact named in [Paragraph 3.9](#) prior to submission of your completed tender.

Completed tenders will be evaluated by TfL Commercial staff, supported by other experts:

- each question will be scored as indicated;
- pass/fail criteria will apply as indicated, and failures will be allocated where threshold scores for failure are indicated;
- indicated weightings will be applied to scored responses, and those tenders with no fails will be ranked;
- award rules will be applied (e.g. to restrict the number of suppliers awarded a contract):

5.2 Abnormally Low Tender

Your price proposal will be reviewed to consider if it appears to be abnormally low. An initial assessment will be undertaken using a comparative analysis of the



price proposal received from all bidders, with reference to the methods proposed by you.

If the assessment shows that your tender may be abnormally low, then TfL will request from you a written explanation of your tender, or of those parts of your tender, which TfL considers contribute to your tender being abnormally low.

On receipt of your written explanation, TfL will verify with you the tender or parts of the tender.

If TfL is still of the opinion that you have submitted an abnormally low offer, TfL will confirm this to you and will advise either:

- that your tender has been rejected; or
- that, for tender evaluation purposes, TfL will make an adjustment to the price proposal to take account of any consequences of accepting an abnormally low tender.



5.3 Weightings Guidance

Table 2 – Evaluation Weightings

Submission	Category weighting	Module name	Weighting within category
Technical	65%	Methodology	20%
		Workplan	10%
		Project Management	10%
		Relevant Experience	25%
Pitch (Presentation)	15%	Pitch (Presentation)	15%
Financial	20%	Pricing	20%
Commercial	Pass/Fail	Non-Collusion Declaration	Pass/Fail
		Conflict of Interest Declaration	
		Form of Tender	



5.4 Stage 1 Evaluation

5.4.1 Technical Evaluation

Technical evaluation will account for 80% of the overall score.

The technical evaluation criteria is bespoke to each question and can be found in Appendix 3 – Technical Questions.

Bidders must score a minimum of 2 'meets the requirement' on each question. Failure to meet these technical thresholds will result in the tender being deemed non-compliant and the financial submission not being evaluated.

The weighted score for technical questions will be calculated using the following formula:

$$\frac{\text{Section Weighting}}{\text{Maximum Score Achievable for Section}} \times \text{Bidder's Score}$$

5.4.2 Financial (Price) Evaluation

Financial evaluation will account for 20% of the overall score.

The method of evaluating the financial aspect is Inverse proportion of lowest cost as per below formula:

$$\frac{\text{Lowest Bidder's Cost for Section}}{\text{Bidder's Cost for Section}} \times \text{Section Weighting}$$

5.4.3 Commercial Evaluation

The Commercial Evaluation will consist of a Pass/Fail evaluation (Discretionary).

Compliance with submission of:

- Form of Tender (Section 7 of this ITT)
- Conflict of Interest Declaration (Section 8 of this ITT)
- Non-Collusion Declaration (Section 9 of this ITT)



5.5 Stage 2 Evaluation

Following Stage 1 evaluation, bidders who have submitted a compliant bid will be invited to the presentation stage. Any bidders whose bids are non-compliant will be notified that they are no longer part of the tendering process.

Bidders will be requested to present the information provided previously in their technical submission.

Following presentations, the GLA has the ability to re-visit the scoring of questions in the Bidders ITT technical submission.

Any adjustments to the scoring will be based on the scoring criteria outlined within Appendix 3 – Technical Questions and justification for any adjustments will be documented.



6 NOTICE TO BIDDERS

6.1 Confidentiality

The contents of this ITT are strictly confidential and shall not be disclosed to any third party other than for the purpose of developing your proposal, after having obtained a similar obligation from that third party to treat any such information disclosed as strictly confidential. Furthermore, you shall not disclose any details of its proposals to any other person.

You should be aware that this ITT and any response to this ITT may be disclosed under the Freedom of Information Act 2000 or the Environmental Information Act 2004.

6.2 Freedom of Information

In relation to this ITT bidders shall provide all assistance reasonably requested by TfL to ensure that TfL complies with the Freedom of Information Act 2000 (FOIA) and/or the Environmental Information Regulations 2004 (EIR) and all related or subordinate legislation.

TfL and its subsidiaries are obliged by law under FOIA/EIR to supply the public with information relating to all areas of its work and are under a duty to operate with openness and transparency unless an exemption applies.

TfL shall be responsible for determining whether information is exempt information under the FOIA/EIR and for determining what information will be disclosed in accordance with the legislation. Further information is available from: www.tfl.gov.uk/foi

An individual may request:

- to be informed whether TfL holds information of the description requested; and
- if so, to have that information communicated to him or her.

Without prejudice to TfL's rights and obligations under the FOIA/EIR, you should be aware that the rules about disclosure apply regardless of where the information held by or on behalf of TfL originated from, and as such the following types of information (without limitation to the generality of the foregoing) may be subject to disclosure:

- information in any tender submitted to TfL;



- information in any contract to which TfL is a party (including information generated under a contract or in the course of its performance);
- information about costs, including invoices submitted to TfL;
- correspondence and other papers generated in any dealing with the private sector whether before or after Agreement award.

You should note that this ITT once published by TfL may be made available to the public on request and:

- you must, in your response to this ITT and in any subsequent discussions, notify TfL of any information which you consider to be eligible for exemption from disclosure under the FOIA/EIR. Such information must be referred to as “Reserved Information” and identified in your response in the form of the table set out in Appendix 3: Reserved Information to this Volume 1. Information not identified as Reserved Information may be made available by TfL on request. Even information identified as Reserved Information may have to be disclosed;
- all decisions relating to the exemption and disclosure of information will be made at the sole discretion of TfL. It should be noted that TfL may disclose your justifications for exemption and any additional information relating to that which is classified as Reserved Information;
- although TfL is not under any obligation to consult you in relation to requests for information made under FOIA/EIR, TfL will endeavour to inform you of requests wherever it is reasonably practicable to do so;
- any Agreement with TfL will require you to supply additional information, and/or provide other assistance, pursuant to any FOIA/EIR request received by TfL;
- TfL’s decision on applying an exemption and, therefore, refusing a request for information by a member of the public may be challenged by way of appeal to the Information Commissioner. The Information Commissioner has the statutory power to direct that the information be disclosed.

For further information on exemption requests please see Appendix 3: Reserved Information to this Volume 1.



Additional information and guidance:

- the exemption that applies to information that would prejudice commercial interests if disclosed is a 'qualified' exemption under the FOIA/EIR. This means that TfL is required to consider whether, in all the circumstances prevailing at the time a request is received, the public interest in disclosure outweighs the commercial interest in upholding the exemption;
- information which is exempt under the rules governing commercial matters will not normally be withheld for more than seven years after completion of the Agreement;
- information relating to the overall value, performance or completion of a contract will not be accepted as Reserved Information, although TfL may choose to withhold such information in appropriate cases, at its sole discretion;
- information relating to unit prices or more detailed pricing information may be specified by the you as Reserved Information;
- for further information and guidance, please see the Secretary of State for Constitutional Affairs' code of practice issued under section 45 of the FOIA (see <https://www.gov.uk/government/publications/code-of-practice-on-the-discharge-of-public-authorities-functions-under-part-1-of-the-freedom-of-information-act-2000>).

6.3 Equality and Diversity

TfL is committed to proactively encouraging diverse suppliers to participate in its procurement processes for goods, works and services. It will provide a level playing field of opportunities for all organisations including Small and Medium Enterprises and Black, Asian and Minority Ethnic businesses and other diverse suppliers. Consistent with its obligations as a Best Value authority and in compliance with EU and UK legislation, TfL's procurement process will be transparent, objective and non-discriminatory in the selection of its suppliers. TfL will actively promote diverse suppliers throughout its supply chains.

TfL expects that the Service Provider(s) for the Agreement will have in place and will implement policies to promote these principles.

6.4 Responsible Procurement

TfL will proactively conduct its procurement process in line with the GLA Group's Responsible Procurement Policy. Within its obligations as a Best Value authority, and in compliance with EU and UK legislation, TfL will adopt the principles of 'Reduce, Reuse, Recycle' and 'Buy Recycled'. TfL is committed to applying these



principles in its procurement of goods, works and services, where the required criteria for performance and cost effectiveness can be met. TfL will actively promote 'Responsible Procurement' throughout its supply chain.

Further details on TfL's policies on Responsible Procurement can be found on TfL's website at:

<https://tfl.gov.uk/corporate/publications-and-reports/procurement-information?intcmp=3408>

TfL expects its suppliers to have in place and implement policies to promote these principles.

6.5 Disclaimer

Neither the receipt of this document by any person, nor the supply of any information is to be taken as constituting the giving of investment advice by TfL or any of its advisers to any bidder.

Information provided does not purport to be comprehensive or verified by TfL or its advisers. Neither TfL nor its advisers accept any liability or responsibility for the adequacy, accuracy or completeness of any of the information or opinions stated in the ITT documents.

No representation or warranty, express or implied, is or will be given by TfL or any of its officers, employees, servants, agents or advisers with respect to the information or opinions contained in the ITT or on which the ITT is based. Any liability in respect of such representations or warranties, howsoever arising, is hereby expressly disclaimed but nothing in this ITT shall exclude or restrict liability for fraudulent misrepresentations.

No information in this document is, or should be relied upon as, an undertaking or representation as to TfL's ultimate decision in relation to the agreement. TfL reserves the right without prior notice to change the procurement process detailed in this ITT or to amend the information provided, including, but not limited to, changing the timetable, the scope and nature of the procurement and the procurement process. In particular, TfL reserves the right to issue circulars to bidders providing further information or supplementing and/or amending the procurement process for this ITT. In no circumstances shall TfL incur any liability in respect of any changes. This will be subject to the requirements of public law, the UK and EU procurement rules and Treaty on the functioning of the European Union (TFEU) rules and general principles.



Direct or indirect canvassing of the Mayor, any members of the Greater London Authority, employees, directors, board members, agents and advisers of TfL and any of its subsidiaries by any person concerning the Agreement or any related procurement process and any attempt to procure information from any of the foregoing concerning the Agreement may result in the disqualification of the person and/or the relevant organisation from consideration for the Agreement.

TfL reserves the right without prior notice not to follow up this document in any way and/or to terminate the procurement process without awarding an Agreement at any time.

TfL reserves the right to award the Agreement in whole or in part or not at all as a result of the tendering competition.

6.6 Good Faith

In submitting a response to this ITT, you undertake to provide its submission in good faith and that you will not at any time communicate to any person (other than TfL, its advisers or third parties directly concerned with the preparation or submission of its response) the content (or approximate amount) or terms (or approximate terms) of your response or of any arrangements or agreements to be entered into in relation to your response.

In submitting a response to this ITT you undertake that the principles described in this section have been, or will be, brought to the attention of all consortium members, sub contractors, and associated companies which are or will be providing services or materials connected with your response.

6.7 Accuracy of Information

In submitting a response to this ITT you undertake that:

- all information contained in any response at any time provided to TfL in relation to the Agreement is true, accurate and not misleading and that all opinions stated in any part of a response are honestly held and that there are reasonable grounds for holding such opinions;
- any matter that arises that renders any of such information untrue, inaccurate or misleading will be brought to the attention of TfL immediately.



6.8 Intellectual Property Rights

All intellectual property rights in this ITT and in the information contained or referred to in it shall remain the property of TfL and/or third parties, and you shall not obtain any right, title or interest therein.

6.9 Changes in Circumstances

You (including, for this purpose, each participant in any joint venture, consortium arrangement) is required to inform TfL promptly and in any case no later than fourteen (14) days, after the occurrence of:

- any changes to any other information provided to TfL as part of the ITT process; or
- any other change to your circumstances, which may be expected to influence TfL's decision on your suitability for qualification for receipt of this ITT or to be selected as a supplier

TfL reserves the right to approve (subject to conditions) or reject the changes referred to above (including any changes to the basis on which you pre-qualified to receive this ITT). A rejection of the changes may result in you being excluded from further participation in the procurement process.

TfL reserves the right, and may in certain cases be required under the procurement rules, to disqualify any bidder that has been selected to receive this ITT where the composition of the bidder's bid vehicle, joint venture or consortium has changed after the announcement of those bidders who pre-qualified to receive this ITT. You are therefore advised to discuss any proposed changes of this nature with TfL before they are put into effect.

Where, following notification to TfL by you, at any stage, of a material change in any of the information provided during this ITT process (or failure to give such notification), TfL is of the opinion that you do not have, or are unlikely by the date of commencement of the contract/agreement to have an appropriate financial position, technical capacity or managerial competence, or are otherwise an unsuitable person, to be a supplier, TfL reserves the right to disqualify you from the procurement process.

6.10 Conflict of Interest

If any conflict of interest or potential conflict of interest between you, your advisers, TfL's advisers or any combination thereof becomes apparent to you, you shall inform TfL immediately. In such circumstances, TfL shall, at its absolute



discretion, decide on the appropriate course of action. If TfL becomes aware of any conflict of interest that you have not declared to TfL, you may be disqualified from the procurement process.

6.11 Bid Costs

TfL will not be liable to any person for any costs whatsoever incurred in the preparation of bids or in otherwise responding to this ITT.

6.12 Selection of Suppliers

Before selecting you as a supplier, TfL reserves the right to check and confirm:

- your financial standing (including each member of any consortium and of any key sub contractor); and/or
- your qualifications and resources, including verifying all or part of your tender, each in the context of any changes that may have occurred since pre-qualification.

6.13 Data Transparency

The UK government has announced its commitment to greater data transparency. Accordingly, TfL reserves the right to publishing its tender documents, contracts and data from invoices received. In so doing TfL may at its absolute discretion take account of the exemptions that would be available under the FOIA and EIR.



7 FORM OF TENDER

I confirm and accept that:

1. The information provided in the Invitation to Tender (ITT) document 'GLA 81967 - Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic Games' was prepared by Transport for London ("TfL") in good faith. It does not purport to be comprehensive or to have been independently verified. Neither TfL nor any member of the TfL group company has any liability or responsibility for the adequacy, accuracy, or completeness of, and makes no representation or warranty, express or implied, with respect to, the information contained in the Invitation to Tender document or on which such documents are based or with respect to any written or oral information made or to be made available to any interested Supplier or its professional advisers, and any liability therefore is excluded.
2. The provision of 6.1 of the 'Notice to Bidders' section of Volume 1 of the ITT has been and will continue to be complied with.
3. Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. TfL has the right, without prior notice, to change the procedure for the competition or to terminate discussions and the delivery of information at any time before the signing of any agreement.
4. TfL reserves the right (on behalf of itself and its group companies) to award the contract for which tenders are being invited in whole, in part or not at all.
5. This tender shall remain open for acceptance by TfL and will not be withdrawn by us for a period of 3 months from the date fixed for return.
6. The information provided by us is true and accurate.

Having made due allowances for the full requirement in the ITT documents we hereby offer to provide the Services to TfL (or any member of the TfL group) in accordance with the terms and conditions stated therein for either:

a) * The total firm price of:

£ _____ in words

As detailed in the schedule of Charges.

Note, by completing box 1 you agree to our terms and conditions of contract. If you do not wish to accept these conditions you should complete box 2. You should submit your bid clearly detailing your reasons for non-acceptance. If we offer a



contract in the belief that your bid is compliant and you then attempt to negotiate alternative conditions we WILL withdraw our offer.

1.	I agree to accept the Conditions of Contract attached to this ITT.	
Name		Date
Signed		

Or

I wish to submit a bid but I am unable to accept your conditions of contract and I have made an alternative proposal based on the revisions noted in Appendix 2: The Contract Response Template. In doing so I am aware that it could prejudice the outcome of the tender analysis.

2.	I DO NOT agree to accept the Conditions of Contract attached to this ITT.	
Name		Date
Signed		

Please complete the following

Position		For and on behalf of (company name)	
Telephone	Facsimile:	E.Mail	
TfL Reference No			



8 CONFLICT OF INTEREST DECLARATION

In responding to the questions below the signatory is to include in its consideration of any matters, private interests or relationships which could or could be seen to influence any decisions taken or to be taken, or the advice you are giving to Transport for London, or that may result in an adverse impact on competition for the purposes of this procurement.

The types of interests and relationships that may need to be disclosed include investments, shareholdings, trusts or nominee companies, company directorships or partnerships, other significant sources of income, significant liabilities, gifts, private business, employment, voluntary, social or personal relationships that could, or could



be seen to impact upon your responsibilities and existing or previous involvement that could create a potential, actual or perceived conflict.

If response is yes to any of the questions below please provide full details as a separate attachment

Questions	Yes / No
Are you affiliated or otherwise connected (e.g. in joint venture whether incorporated or unincorporated, partnership, alliance or as a sub-contractor/sub-consultant) with any firm that supplies products, works or services to TfL or is currently tendering to do so?	
In the past 12 months, to the best of your knowledge, has any member of your organisation or your supply chain had any direct or indirect involvement (by way of trading, sharing information, participating in industry for or jointly delivery goods/works/services) with any other company acting as a supplier to TfL?	
At any time in the past 12 months, to the best of your knowledge, has any member of your organisation or supply chain received any gift (other than promotional items) or hospitality from a supplier or employee to TfL?	
At any time in the past twelve months, have you or anyone from your organisation or supply chain given any gift (other than promotional items) or hospitality to an employee of TfL?	
Is there any occasion where you or members of your organisation or supply chain may use TfL resources (equipment, space, supplies or paid individuals) in performing paid or unpaid activities for organisations other than TfL?	
Are there any other activities not reported under the previous questions that may give rise to a conflict of interest with respect to their work with TfL e.g. through personal or working relationships with current or former employees or through prior employment with TfL or third party suppliers or in connection with the 'Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic Games'?	



I, as representative of all companies associated with the Applicants submission, hereby confirm that I have read and understood the above statements and that I will make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest.

I agree that if I become aware of any information that might indicate that this disclosure is inaccurate, I will notify TfL promptly and no later than 28 days of becoming aware of such information and undertake to take such action as TfL may reasonably direct.

Signature:	
Name:	
Designation:	
Company:	
Date:	



9 NON-COLLUSION DECLARATION

Refusal to give this declaration and undertaking will mean that this ITT submission will not be considered.

Declaration

Expression of interest for: GLA 81967 - Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic Games'

I / We declare that:

We have submitted a bona fide response to TfL's ITT and that I / We have not fixed or adjusted any responses or information provided in accordance with any agreement with any other person.

I / We have not done and I / we undertake that I/ we will not do at any time before the contract is awarded:

- Communicate to a person other than the person calling for these tenders the amount or approximate amount of the proposed tender except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tenders;
- Enter into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted; or
- Offer or pay or give or agree to pay any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for the 'Initial Feasibility Study Exploring a Bid for the 2036 or 2040 Olympic Games'.
- Any act or thing of the sort described above.

I/ We agree that the terms of the above declaration will form part of any contract with TfL, their servants or agents resulting from the acceptance of my / our tender and that any breach of this declaration and undertaking will be deemed to be a breach of



that contract entitling TfL, their servants or agents to determine my / our employment under that contract.

Signed		Date	
Position			
For and on behalf of:			



HOSTING THE OLYMPIC AND PARALYMPIC GAMES IN 2036 OR 2040

**GREATER
LONDON**
AUTHORITY



CONTENTS

This Report is confidential to and is for the sole benefit of the User. In its final form this Report may be relied upon by the User only in connection with the Project and on the terms set out in The Sports Consultancy's letter of engagement of May 2022.

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In this notice the term "The Sports Consultancy" includes its directors, employees and agents.

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EXECUTIVE SUMMARY

Introduction

The Olympic and Paralympic Games is the world's biggest multi sports event, playing host to approximately 1,500 athletes from over 200 nations and attracting over 2 million spectators. It is the fourth most watched event in the world, with over 2 billion global views. As with many major and mega events, the Games deliver significant benefits to their host city and host nation. When London hosted the Games in 2012, it was estimated to have received £28.41bn of net GVA and the Games were broadcast to 3.6 billion people, generating hundreds of millions of pounds in media impact. Other benefits include increased employment, an ability to attract international investment and maximise trade opportunities, social benefits such as volunteering and improved community cohesion and a platform to enhance the city's reputation on a global stage.

Considering these significant benefits, the Mayor of London is seeking to understand if London should consider bidding for the Olympic and Paralympic Games again. In his mayoral campaign, he stated: *"Exploring a bid for the 2036 or 2040 Olympic and Paralympic Games is the ultimate demonstration of my plan to build a brighter future for London after the pandemic"*. As such, the Greater London Authority commissioned London-based sports agency The Sports Consultancy to explore the feasibility of London (by itself, or with other UK cities) hosting a future summer edition of the Olympic and Paralympic Games.

It should be noted that conducting a comprehensive feasibility study for an edition of the Olympic and Paralympic Games is a complex task and represents a significant investment. This report is not a comprehensive feasibility study – rather, it is the first step in understanding whether London should consider a bid further. Its limitations are set out on page 8 of this report.

This report:

Analyses how an Olympic and Paralympic bid aligns with wider mayoral objectives, the Major Sports Events Framework, and the UK wide Mega Event Strategy

Determines if London can meet the Olympic and Paralympic venue and hosting requirements

Provides an (estimated) high-level economic benefit, community legacy and international reach assessment of the Games

Outlines the IOC and IPC priorities and details the impact these have on a potential London (or UK-wide) bid

Outlines the processes and requirements for submitting a bid for the Games

Assesses the overall competitive bidding landscape, including who else is considering a bid and whether London could be competitive

Provides an approximate and high-level budget (i.e. a high-level income and expenditure analysis) for bidding for and hosting the Games and explains the potential opportunity cost for the Mayor

Determines the wider stakeholder sentiment for supporting a bid for the Games, and

Identifies key risks.

The conclusions of this report are based on:

Desktop-based research and information collation, including a review of the Mayoral and UK-wide strategies and agendas, and a review of the IOC and IPC's Olympic Agenda 2020+5

Venue analysis

Benefits analysis

High-level budgetary analysis, and

Consultation with stakeholders.



The conclusions of this report are:

There have been significant changes to the Olympic and Paralympic Games since London last hosted in 2012. Key to this has been the implementation of Olympic Agenda 2020 (and 2020+5) – a series of recommendations designed to safeguard Olympic Values. At the heart of the recommendations was a desire to reduce the ‘burden’ of hosting and make the Games more attractive to prospective hosts.

Through analysis of IOC and IPC priorities, the main observations relevant to London are the following:

There is a desire to use existing venues to host the Games rather than build new venues

Venues should be able to be reached by public transport

The IOC wants to reduce the budget for staging the Olympic and Paralympic Games, which can be achieved through adopting more flexible and bespoke approaches to hosting, and

It is not explicitly clear whether the IOC would prefer a single-city or multi-city hosting concept

Being a ‘repeat host’ should not deter London from hosting again. London 2012 was viewed as a genuine success in the UK, around the globe and by the IOC and IPC. Our research indicates that the IOC sees the city as a ‘safe pair of hands’ and that there are no unsurmountable barriers to returning to London. 20 cities have hosted the Games and then gone on to bid again. Out of these, eight have been successful in winning the hosting rights once more. There is potential for London to use the wider experience of hosting to its benefit.

There has been significant reform to the bidding process since London bid for the 2012 event. Cities are no longer pitted against each other and instead, the IOC focuses on an open dialogue across three key phases – informal exchange, continuous dialogue and targeted dialogue. The bid process itself is less onerous than for previous editions.

It remains true that all bids must be directed through the National Olympic Committee (NOC) and National Paralympic Committee (NPC) – in this case, the British Olympic Association (BOA) and British Paralympic Association (BPA) – and an approach cannot be made from a city or a country without this involvement.

The hosting requirements and guarantees for an Olympic and Paralympic Games are significant. Despite the reforms introduced through Olympic Agenda 2020, the Games are still a major international sporting event in which, even with sound budgeting and planning, financial difficulties may arise during the years of preparation. The ‘Games delivery guarantee’ required from a host ensures that the government (national, regional, and local) must provide financial guarantees, covering potential economic shortfall of the Organising Committee of the Olympic Games (OCOG) and ensuring that the OCOG can deliver the Games in accordance with the Olympic Host Contract Requirements.

As would be expected, the Olympic and Paralympic Games is one of the world’s most expensive events to host. The expenditure for Paris 2024 is expected to be £3.671bn. However, the overall cost of Games seems to be decreasing significantly in line with Olympic Agenda 2020 – principally driven by the desire to re-use venues. This is demonstrated by the fact that the London 2012 budget was larger than both Paris 2024 and LA 2028 combined. The main sources of revenue for a host are domestic sponsorship, ticketing and hospitality.

London has a good venue stock, which aligns with both the city and the IOC’s sustainability agenda. Many of the venues that were used for London 2012 can be used again – but there is still considerable complexity over many venues and the risks associated with this will need careful consideration. There has been significant development on the Queen Elizabeth Olympic Park (QEOP) since 2012 and certain venues would not be able to operate to the same capacity as they did in 2012. The venues that present the most significant issues are:

Aquatics Centre (the spectator wings would be a challenge to re-attach, significantly reducing capacity)

Olympic Stadium (the warm-up venue has been relocated since 2012 and the original land is owned by Network Rail and unlikely to be available in the future), and

Rowing (it is not clear whether permission from Eton Dorney would be granted).

In addition, the 2012 Athletes’ Village is now private accommodation and there is no clear alternative space.

There is potential for the Games to support, directly contribute towards and even accelerate Mayoral and UK plans and programmes. Analysis shows there is broad alignment between London and the UK’s objectives and the IOC recommendations set out in its Olympic 2020+5 Agenda – in particular, recommendation number 10 (‘Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals’), which has the potential to help drive the work that the Mayor and national government are doing across all 17 SDGs.

The alignment between UK government and IOC agendas suggests that the Games could assist both London’s city-wide post-covid recovery programme and wider-UK objectives by harnessing the power of sport to support Londoners and UK citizens to transform and boost local growth.

There is, however, a potential challenge and conflict in governmental agendas. As is now well noted, the wider UK objectives on ‘Levelling Up’ suggests there is a desire to move away from a London-centric UK and direct more focus on opportunities across the rest of the country. London should explore how a multi-city concept could support this, especially in relation to where London venues do not meet requirements.

The Olympic Games will drive significant benefit to London across a number of impact areas. At this stage, we cannot ascertain a reliable return on investment figure but research suggests that the impact across all these areas will be substantial. Paris 2024 is projected to deliver \$10.7billion in economic benefits to the French capital and Los Angeles is forecast to receive a boost of as much as \$11.2 billion* and create more than 74,000 full time jobs. The ability to showcase London on the global stage is unparalleled – as an example, research suggests that three in every people surveyed globally said they followed Tokyo 2020. The brand power of hosting a mega event is sizeable – the success of London 2012 showcased the UK as a market-leader in best-practice event delivery and there is a clear opportunity to further boost the brand of London.

There is interest from other stakeholders across the UK, but considerable work is needed to align common interests. The Department of Culture, Media and Sport (DCMS) has engaged UK Sport to produce a similar high-level initial feasibility study on the potential for the UK to host another Olympic and Paralympic Games.

Therefore, there is demonstrable interest from the UK Government in understanding what a UK bid could look like. However, our consultation also concludes that the UK Government is not currently in a position to support any London bid or otherwise until the UK Sport study is finalised.

In addition, it is the expectation that the BOA and BPA (as the national Olympic Committees) initiate and lead any potential formal dialogue with the IOC/IPC but we have not been able to engage with these bodies as part of this study. A critical next step to any further exploration of a potential future bid involving London is successfully engaging both organisations.

There has been interest from a number of cities/countries for both the 2036 and 2040 Games. This is compounded by the unexpected announcement of Brisbane as the host of 2032, meaning many interested host cities have ‘rolled over’ their interest to later years. During the ANOC General Assembly in Seoul, the IOC announced that it currently has open dialogue (albeit at different stages of development) with ten different cities around the world. It is currently unclear as to the split between cities’ interest in Summer Games versus Winter Games, but this report identifies India, Germany, China, Turkey, Indonesia and South Korea as potential competition.

This report identifies a number of risk factors for a London bid at this stage of the project. These include:

Availability of 2012 venues and spaces

Conflict with the UK Levelling Up agenda

A change in IOC leadership – new leadership may take a different approach to the current attitude, which largely favours London as a potential host, and

The public perception of a potential bid – compounded by the current cost of living crisis and instability of central Government leadership.

It is clear that London has the potential to host another Olympic and Paralympic Games, and that it aligns with many current Mayoral objectives. Major and mega events deliver powerful and lasting impact that will support the Mayor’s post-covid recovery programme. However, further work is needed to understand how a bid would fit with the wider UK Government agenda, to determine the investment needed in venues, to create a realistic budget for hosting and to ensure stakeholder sentiment is aligned, especially with the BOA and BPA.



1. INTRODUCTION

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BACKGROUND

The project

In his 2021 manifesto, the Mayor of London stated: *"Hosting major global sporting events will do much to boost the city over the coming years. I'll look to make the most of the opportunity presented by holding the delayed UEFA Euro 2020 fixtures in London this summer, including the final and semi-finals, plus the UEFA Women's Euros in 2022, and bidding to host future global events where this makes sense."*

During the mayoral campaign, the Mayor said, *"Exploring a bid for the 2036 or 2040 Olympic and Paralympic Games is the ultimate demonstration of my plan to build a brighter future for London after the pandemic."*

As such, Greater London Authority commissioned London based sports agency The Sports Consultancy to explore the feasibility of London (by itself, or with other UK cities) hosting a future summer edition of the Olympic and Paralympic Games.

The Olympic and Paralympic Games

The Olympic and Paralympic Games are the world's biggest multi-sports event. The summer edition is organised every four years and plays host to approximately 1,500 athletes from over 200 nations. The event attracts over 2 million spectators and another 100,000 to 200,000 personnel, including team officials and coaches, competition officials, IOC and IPC delegates, staff and sponsors, media representatives and volunteers. It is the fourth most watched event in the world, with over 2 billion global viewers.

The first edition of the modern Olympic Games was staged in Athens, Greece, in 1896. Since then, the Olympic Games has alternated between a summer and winter edition every two years within the four-year period of each Olympiad. Since the Summer Games of Seoul, Korea, in 1988 and the Winter Games in Albertville, France, in 1992, the Paralympic Games has also taken place in the same cities and venues as the Olympic Games due to an agreement between the IPC and the IOC.

Future opportunities

The upcoming editions of the Summer Olympic and Paralympic Games will be hosted in the following cities:

2024 – Paris, France

2028 – Los Angeles, USA

2032 – Brisbane, Australia

The next opportunity for cities / countries to host the Games is 2036. There is speculation that numerous cities are interested in bidding for the 2036 and 2040 editions, but at the time of publishing this report, only one country's NOC has formally stated its desire to bid – Mexico has launched their bid for 2036.

London last hosted the Olympic and Paralympic Games in 2012. Hosting in 2036 would be 24 years on from that, and 2040 would be 28 years. For context, the USA's Los Angeles hosted the Summer Olympics in 1984 and will host again 40 years later in 2028. Atlanta also hosted the Games in 1996, meaning the Games returns to the USA as an overall nation after 28 years. In Australia, there will be 32 years between the Sydney Olympics in 2000 and Brisbane in 2032.

"Exploring a bid for the 2036 or 2040 Olympic and Paralympic Games is the ultimate demonstration of my plan to build a brighter future for London after the pandemic."

SADIQ KHAN,
MAYOR OF LONDON
DURING HIS 2021
MAYORAL CAMPAIGN



SCOPE OF WORK

WHAT DOES THIS STUDY SET OUT TO DO?

Conducting a comprehensive feasibility study for an edition of the Olympic and Paralympic Games is a complex task and represents a significant investment. This enclosed report is the first step to this comprehensive feasibility study, and instead represents a high-level overview of key elements of a bid – outlined below.

The study will:

Analyse how an Olympic and Paralympic bid aligns with wider mayoral objectives, the Major Sports Events Framework, and the UK-wide Mega Event Strategy

Determine if London can meet the Olympic and Paralympic venue and hosting requirements

Provide an (estimated) high-level economic benefit, community legacy and international reach assessment of the Games

Outline IOC and IPC priorities and detail the impact these have on a potential London (or UK-wide) bid

Outline the processes and requirements for submitting a bid for the Games

Assess the overall competitive bidding landscape, including who else is considering a bid and whether London could be competitive

Provide an approximate and high-level budget (i.e. a high-level income and expenditure analysis) for bidding for and hosting the Games and explain what the opportunity cost for the Mayor is

Determine the wider stakeholder sentiment for supporting a bid for the Games, and

Identify key risks.

The study will not:

Provide a complete, detailed feasibility assessment of bidding for, and hosting the Games, or

Provide a detailed event budget, as there are significant limitations here.

Limitations

Reflecting on the IOC's priority for sustainability, this study focuses on a predominantly East London hosting model and seeks to understand how venues from London 2012 can be repurposed. We understand that the original feasibility study for London 2012 also modelled a West London concept but, to align with the budget of this study, this option will not currently be revisited.

Further detail is provided later in the report.

Our approach

Our approach to this study is outlined on the right-hand side. To arrive at the conclusions detailed in this report, we:

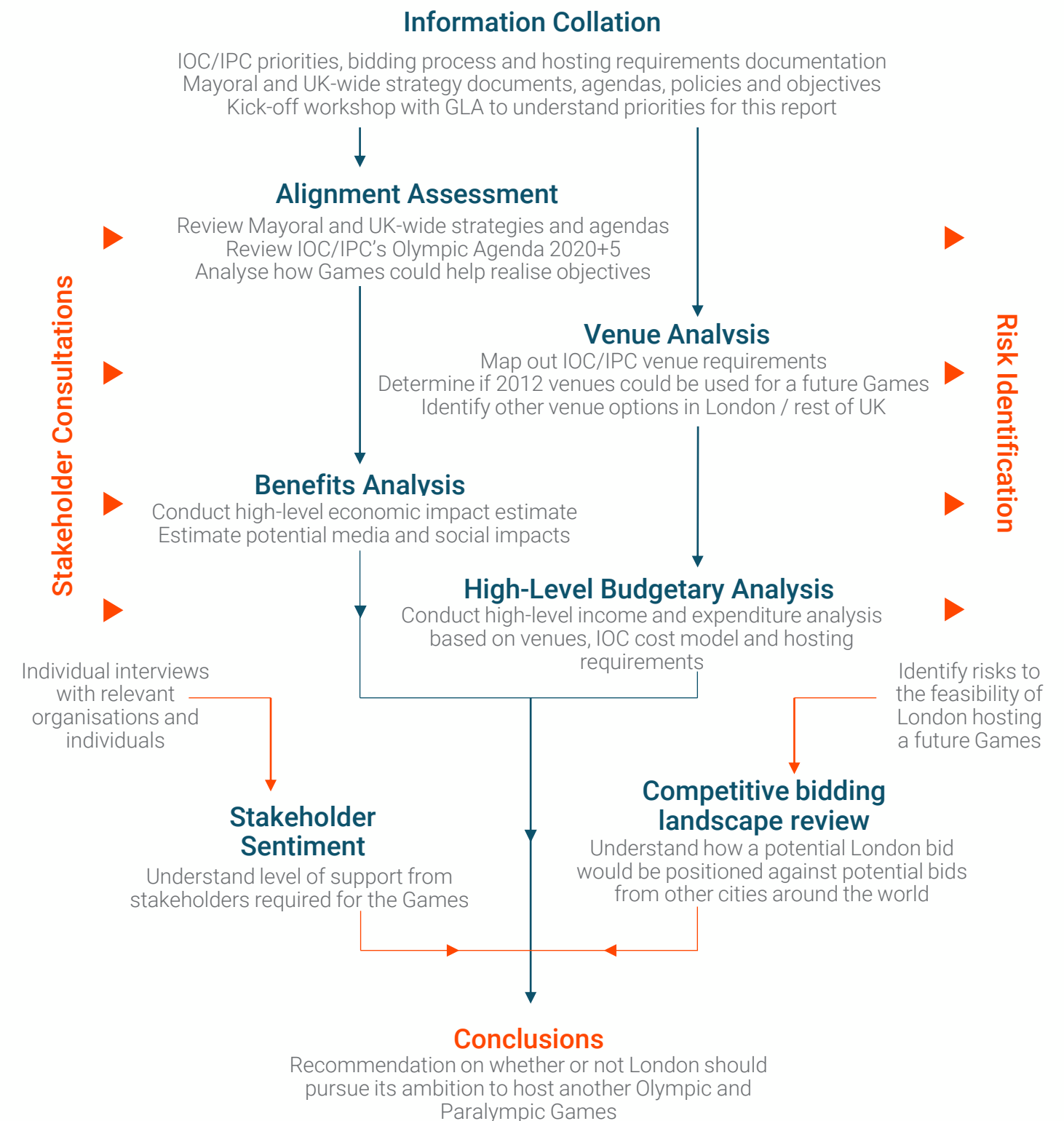
Worked with the GLA to understand priorities and objectives

Identified and collected documentation all from a multitude of sources, including the IOC/IPC website, London and UK government websites, general desktop research and data requests made to the GLA, and

Conducted a series of consultations with key stakeholders to gain insight into their role in a potential future bid for the Games, and to inform our alignment assessment and venue analysis. These consultations also allowed us to identify key risks and to understand their varying levels of interest in and support for a potential future bid. We were not able to consult with the BOA and BPA within the timeframes of this project – but this is critical to any next steps.

We have captured all the findings from our research, analysis and consultations in this report, which has informed our recommendations on next steps.

OUR APPROACH



STAKEHOLDER LANDSCAPE

We spoke to the following key stakeholders as part of our consultations:

	Greater London Authority (GLA)	Regional governance body of Greater London administrative area. Consists of the Mayor of London, Sadiq Khan, and the 25-member London Assembly. Established in 2000 to represent the interests of Londoners.
	UK Sport	Leads the UK Major and Mega Events Strategy (on behalf of DCMS) as well as high-performance sport nationally, powering athletes, teams and sports to achieve positive success.
	Department for Culture, Digital, Media & Sport (DCMS)	UK national government department. Priorities include growing the economy, connecting the UK, encouraging participation, and promoting and protecting national cultural heritage.
	London & Partners	Promotional company for London. Has the mission of supporting business growth, developing London as a world-class visitor destination through events, and growing London's brand.
	London Legacy Development Corporation (LLDC)	Set up in 2012 to manage the site of the 2012 Games – The Queen Elizabeth Olympic Park (QEOP) – and deliver development and regeneration projects within its area. Owns QEOP assets including the London Stadium.
	Lee Valley	Responsible for 10,000-acre park to the North of QEOP. Hosted Canoeing, Paralympics Field Hockey and Wheelchair Tennis in 2012 Games. Owns c.40% of QEOP land area (including the sites of the VeloPark and Hockey and Tennis Centre).

Future consultation required:

 	BOA and BPA	National Olympic and Paralympic Committees for Great Britain and Northern Ireland. As NOC and NPC, they are expected to initiate and lead any formal dialogue with the IOC and IPC on behalf of London / UK regarding any bid. BOA have advised that any formal statement on a desire to host the Games will need to come through themselves.
 	IOC and IPC	Governing body of the National Olympic and Paralympic Committees. Rights holders to the Olympic and Paralympic Games. We did not formally engage with the IOC or the IPC. Any formal dialogue should be initiated and led by the BOA and BPA.





2. INTERNATIONAL LANDSCAPE

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IOC AND IPC PRIORITIES

OVERVIEW

Introduction

In 2000, the IOC and IPC signed a Memorandum of Understanding. Part of this formalised the practice of 'One Bid, One City' which stated that "The Paralympics must be organised in the same city as the Olympic Games" and that "The Paralympic Games will always follow the Olympic Games". For the purposes of this report, we have summarised the IOC priorities and bid process in the knowledge that the IPC will mirror its thoughts. This section therefore references IOC priorities, but can be taken to reflect both organisations.

There have been significant changes to the IOC priorities since London last hosted the Games in 2012. In December 2014, the IOC released 'Olympic Agenda 2020', a set of 40 detailed recommendations which aimed to safeguard Olympic values and strengthen the role of sport in society. Spearheaded by IOC President Thomas Bach, Agenda 2020 represented a significant shift in IOC thinking – in essence, the organisation wanted to reduce what was increasingly being seen as the 'burden' of hosts in order to make the Games more attractive to prospective cities. The IOC sought to reduce requirements, create more flexibility for both the bidding process and delivery of the Games and enhance sustainability. An overview of the 40 recommendations can be found in Appendix 1.

In March 2021, the Olympic Agenda 2020+5 was issued. This built on the results of Olympic Agenda 2020 and put forward 15 recommendations to act as the roadmap for the IPC and Olympic Movement up until 2025. The recommendations are based on 'key trends that have been identified as likely to be decisive in the post-coronavirus world.' An overview of the 15 recommendations can be found in Appendix 2.

Largely, Agenda 2020 has been successful in attracting more interest from Western countries. Sochi 2014 (Winter Games), Rio 2016 (Summer Games) and Pyeongchang 2018 (Winter Games) have come under fire for their high budgets and lack of regard for sustainability and legacy. Following Agenda 2020, Paris, Milan-Cortina, Los Angeles and Brisbane have been awarded the Games, aligning better with the IOC's brand values. It is clear that attracting Tier 1 cities is a target for the IOC, which plays into London's strengths.

A drive for a more sustainable games

Since Agenda 2020 came into effect, there has been a drive to use existing venues to host the Olympic and Paralympic Games rather than building new venues in order to ensure the Games are more sustainable. The IOC's aim is to make sure hosts do not create so-called 'white elephants' and to help ease costs. Critically, the focus is not only on easing construction costs through the use of existing venues, but easing operating costs too – the IOC would now prefer hosts to use "tried and tested" venues which automatically have a lower operating cost due to increased experience. The IOC, therefore, actively considers the operational experience of venues, rather than being driven primarily by minimum capacities and a defined geographical spread. Equally, the IOC is hesitant that hosts should build mono functional venues – such as a velodrome – due to the significant investment, high running costs and niche ability to host other events. Its preference is now that these are not built for the sole purpose of being able to host the Games – a significant change since London last hosted in 2012.

We can see that this ambition is reflected in future Games' hosting plans – no new venues will be built for the LA Olympics in 2028, 80% of venues for Milan-Cortina in 2026 are existing venues, and 90% of Brisbane's planned venues for the 2036 Games also already exist. The fact that London has a high number of venues that could be re-used (subject to further venue analysis) could therefore be very appealing to the IOC and its narrative.

In addition to sustainable venue use, the IOC continues to focus on green transportation. It is becoming increasingly critical that venues can be reached by public transport and that host infrastructure is able to meet the demands of stakeholder load. This mirrors the ever-increasing priorities of other rights holders across the globe and will continue to grow in importance and evaluation priority.





IOC AND IPC PRIORITIES

Reduced budgets: Adapt the Games to the city, not the city to the Games

The IOC wants to target reducing the overall budget of a Summer Games by \$1 billion, and a Winter Games by \$500 million (compared to previous editions, and dependent on local context). To do this, the IOC has taken measures to reduce onerous requirements and create more flexibility in the hosting model – although this is still a work in progress.

A key vehicle to achieving this change is adapting a more flexible and bespoke approach to hosting the Games. The IOC wants to understand what works for each individual city, rather than taking a historic template approach. For example, a Basketball final used to have to have a spectator capacity of 15,000. Requirements such as these have now been removed, with the IOC stating that hosts should adapt venue requirements to reflect local sport popularity. This allows London to understand which sports will resonate with their local communities and stage an event that appeals to its own inhabitants. In addition, London could consider assessing which sports resonate with its target markets and stage these sports in venues with larger capacities to align with its marketing and tourism strategy.

Athletes remain the priority

Athletes have always been at the centre of the Games and this priority continues to remain. Therefore, being able to provide a fantastic athlete experience is critical for any host. Key to this is a compact concept for the Games, allowing athletes to easily transfer from the Athletes' Village to their competition venues. However, the IOC has relaxed its requirements for this to an extent, which is important to consider in the context of the 2012 Athletes' Village no longer being available. Athletes must still be placed in accommodation within 50km / half an hour from their competition and training venues but the desire for one central Athletes' Village is not as critical as previous editions. For example, in Paris 2024, it has not been feasible to build one central village and they have been allowed to take a more flexible approach.

London could therefore look at a smaller number of villages. In addition, hosts are now able to make better use of existing facilities, such as hotels, and are no longer required to build a new facility.

Previously, hosts needed to provide a hospital in any Athletes' Village but the IOC now states that, if there is a high standard hospital nearby with an emergency response capability, this is acceptable. In essence, the IOC believes that, unless there is an urgent need for housing (and if a real estate project would fit into the overall hosting timeline), then there should be no need to build a new Athletes' Village.

This change has proven to make a significant difference to hosts. LA 2028 has an advantage of being able to use a sizeable university campus. Whilst using this facility a few years ago would have presented considerable challenges, the precedent that the Covid-19 pandemic set of studying from home has meant that LA will now be able to use this university campus and ask students to study from home during the Games period. If London wanted to use any of the University of London accommodation, this could be explored – although it does present a communication / reputational risk for the Mayor.

The IOC's stance on a single-city versus a multi-city concept is not explicitly clear

Much has been reported that the IOC is moving away from a single city Games concept to a national / multi-city concept. This is interesting in the context of London exploring a partnership with other cities, but our research indicates that this is not a clear cut decision or intention. Research indicates that 'traditional' members of the IOC prefer a more compact concept, in one city, with athletes together and experiencing a 'unified' Games. However, the overriding narrative from Agenda 2020 and Agenda 2020+5 is that, if cities need to partner with other cities (or even countries) to better use existing venues, this should be encouraged. Therefore, if London wishes to co-host with other cities for the purpose of increased sustainability and use of venues, this is acceptable to the IOC, but hosts do not need to de-centralise the Games for political appeasement. The Olympic and Paralympic Games often needs to be slightly spread out due to specific requirements (e.g., Sailing) or the number of venues required (Football) which allows hosts to spread the impact of the Games. Ideally, London should host a Games that is as compact as possible by maximising use of existing venues.

IOC AND IPC PRIORITIES

A repeat host – and a safe pair of hands – is viewed positively by the IOC

London 2012 was a genuine success – not only for British sport and the public reaction, but also for the IOC and IPC. It is regarded as the 'best Summer Games in the last 30 years' and has very positive memories for the movement. Our research indicates that the IOC sees the city as a 'safe pair of hands' and that there are no unsurmountable barriers to returning to London.

The practice of previous hosts 're-bidding' to host the Games in relatively short timeframes is common. For example, there are currently two hosts bidding for the 2030 Winter Games and both have hosted before:

- Salt Lake City (USA) held the Games in 2002, and
- Sapporo (Japan) held the Games in 1972 (they also bid for the 1984 and 2026 Games since they last held the Games but were unsuccessful).

In total, 20 cities have hosted the Games and then gone on to bid again. Out of these, eight have been successful:

- Paris won 1900, 1924 and 2024
- London won 1908, 1948 and 2012
- Athens won 1896 and 2004
- Cortina d'Ampezzo won 1956 and 2026
- Tokyo won 1964 and 2020
- St. Moritz won 1928 and 1948
- Lake Placid won 1932 and 1980
- Los Angeles won 1932, 1984 and 2028

Interestingly, London is the only city that has bid more than once and never lost a bid.

There will, naturally, be a different unique selling point for a quick 're-bidder' such as London. The IOC will not view such a bid as a typical Olympic and Paralympic urban development exercise with a hard legacy, but rather an opportunity to stage an event with a softer legacy, centring around a changed mindset of people, inclusion and sustainability. This is reflective of London's strength and the Mayor's strategic direction for the city.

There is an opportunity to use the UK's hosting experience to demonstrate further sustainability potential for the Games

Analysis shows that it costs 14 times as much to stage the Summer Olympic and Paralympic Games as it would if each sport was hosted individually. This is because 20% of an OCOG budget is spent on people. However, London and the UK now have substantial experience in major and mega event hosting. There is, therefore, a significant opportunity for London to set a new reference point in Olympic and Paralympic hosting by reducing this cost item through mobilising the OCOG more efficiently and effectively. This would set a new benchmark and allow the IOC to attract more Tier 2 hosting countries with a tangible example of cost reduction. Our research demonstrates this would be appealing to the IOC.

There is a risk that a new President could change the IOC priorities

These findings are largely positive for London. The IOC wants a host that fit with their strategic brand vision and has the ability to host a sustainable, successful athlete-driven Games. This is documented in Agenda 2020 and Agenda 2020+5, but it is important to note that both these agendas have been driven by the current IOC president, Thomas Bach.

Bach was elected in September 2013 and re-elected for a second four-year term in March 2021. The Presidential term for the IOC is now fixed at eight years, meaning Bach's second term will conclude in 2025. Therefore, depending on the edition of the Games that London chooses to pursue (if the Mayor does decide to pursue a bid), there is a chance that Bach will no longer be in role when bidding, and a new President could make significant changes. At this stage, it is hard to predict what these changes could be but there is a risk that any new president may choose to move away from the current targeted dialogue phase and back to a competitive process that would significantly increase bidding costs and potentially lower London's chance of success.



THE BID PROCESS

THE STEPS REQUIRED TO BID

The process to bid for the Olympic and Paralympic Games has changed significantly since London bid for the 2012 event. As part of Agenda 2020, there has been significant reform of the bidding process. Cities are no longer pitted against each other; instead, the IOC focuses on an open dialogue, as outlined below:

Invitation phase

There is no formal commitment to bid as part of this phase. Instead, an ongoing dialogue is opened up between potential hosts and the IOC. Targeted information is issued to meet the specific needs of cities and to assist their NOC and potential Games stakeholders. Should an NOC and city decide to submit a candidature to host the Games, both entities must confirm this in writing to the IOC before the deadline set by the IOC. The NOC and Candidate City then commence the official Candidature Process.

Candidature Process

The most recent award - Brisbane 2032 – changed from previous processes. It is still not entirely clear if this will now be repeated.

As such, we have outlined the award process for both Brisbane 2032 and Paris 2024. The fact that there is some differences in the processes indicates there is still some unclarity on the process that will be followed for the 2036 / 2040 Games.

Brisbane 2032

Brisbane 2032 is the first future host to have been elected under the new flexible approach to electing Olympic hosts. In May 2019, Brisbane presented the IOC with Olympic and Paralympic Games feasibility reports commissioned by the Brisbane State Capital, although an Olympic and Paralympic bid was not officially announced until December 2019. In February 2021, the IOC designated Brisbane's bid for the 2032 Olympic and Paralympic Games as having 'Preferred Bid Status' - this meant Brisbane was the only city of numerous bid cities that progressed to the Targeted Dialogue phase. This was followed by a 'Final Negotiations' phase, before Brisbane was officially declared the successful host city at an IOC session on 21st July 2021.

Paris 2024

The Paris 2024 bid was one process with three stages. These three stages were supported by documents that were required to be provided in English and French and in electronic format only. A candidature service fee of US\$250,000 was required, payable in three instalments aligned with the three stages of the Candidature Process.

1 Vision, Games concept and strategy

The first stage of the process consists of Candidate Cities formulating their vision, Games concept and strategy plans for hosting the Games. This stage involves developing firm foundations and putting together a solid concept that meets the long-term development and legacy plans for the city and regions, with a strong emphasis on sustainability. Critically, Candidate Cities must build national support from all stakeholders involved and the general public.

2 Governance, legal and venue funding

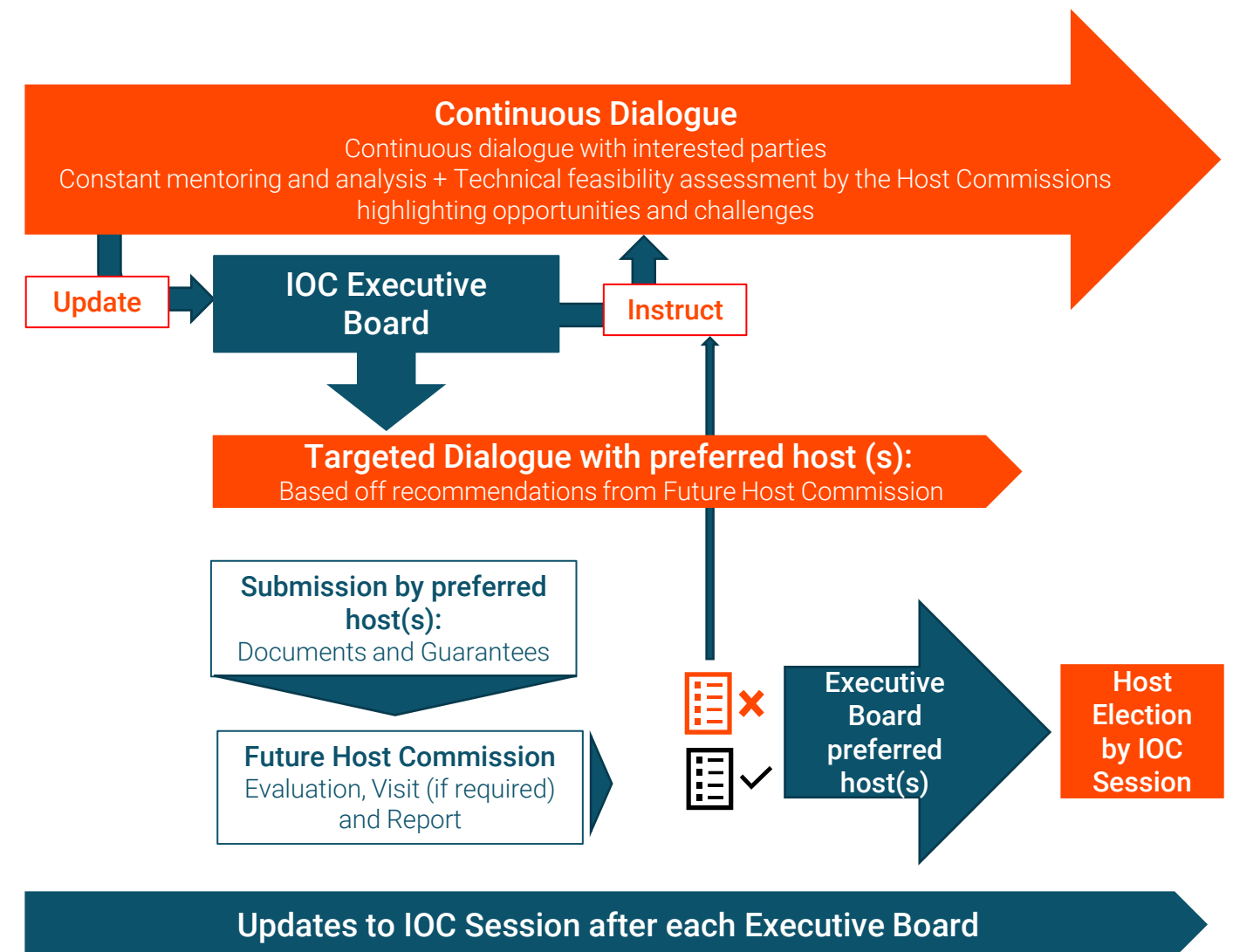
During the second stage, the Candidate Cities develop the legal and financial mechanisms to support the bid. The IOC-appointed Evaluation Commission Working Group will focus on reviewing proposed governance structures, legal elements and political, private and public support for the project in order to determine the opportunities and challenges related to each project.

3 Games delivery, experience and venue legacy

The final stage consists of Candidate Cities developing specific delivery and legacy plans to allow the Evaluation Commission to assess each Candidate's ability to successfully deliver the Games. Additionally, the Evaluation Commission will review legacy planning and the Games experience for all stakeholders, with a particular focus on the athlete experience, to determine the opportunities and challenges in the above-mentioned areas.

APPROACH

The approach to bid as outlined by the IOC consists of three key forms of dialogue. The first is **Informal Exchange** which consist of initial discussions between potential hosts / NOCs and the IOC. The second is **Continuous Dialogue** between interested potential hosts and the IOC. The final discourse is **Targeted Dialogue** with preferred hosts which ends with a decision from the IOC Executive Board.





EVALUATION CRITERIA

CRITERIA FOR ASSESSMENT

Future Host Commission Feasibility Assessments

Positive IOC feasibility assessment includes:

- Venue Masterplan and Strategic Alignment
- Funding Strategy
- Games Delivery
- Global context (socio-economic / geopolitical factors)
- Alignment with Olympic Agenda 2020+5's 15 recommendations, and
- Public support and public consultation process

The IOC states that all winning bidders included predicted economic benefits, economic output or socio-economic benefits

Submission by preferred host(s)*

Submit to the IOC the Future Host Questionnaire. Submission demonstrates an effective Games concept and legacy plan which sets out the following elements:

- Vision, Games Concept and Legacy
- Games Experience for Athletes and Fans
- Paralympic Games
- Sustainability, and
- Support for the Games

Guarantees

To organise the Games, partnership and support is required from the host country's government and other public authorities and private actors.

Commitments and guarantees need to be secured during the Targeted Dialogue and can be found in the [Contractual Framework for hosting the Olympic and Paralympic Games](#).

International Federation Analysis

During Targeted Dialogue, analysis of the respective Games proposals will be conducted.

The analysis is not a sign-off on the proposed venue(s) but rather an opportunity and risk assessment which provides a basis to begin collaboration as soon as the host is elected.

Analysis is focused on the technical aspects of the sport/venue/competition and is provided to the Future Host Commission.

**The term 'host' is taken to mean the country's NOC, with the appropriate documented (and later – guaranteed) support from local and national government,*



3. HOSTING REQUIREMENTS

Part 1: Hosting Rights and Obligations

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Part 2: Hosting Guarantees

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HOSTING REQUIREMENTS

PART 1: HOSTING RIGHTS AND OBLIGATIONS

For any major or mega international sporting event, there are a series of hosting **rights** (revenue generation) and **obligations** (costs) that are split between the international federation (in this case the IOC and IPC) and the host. In the case of the Olympic and Paralympic Games, these are set out in the **Host Contract** and summarised in the *Host Contract Principles Document* (the most recent version being for the 2032 Games in Brisbane) and the *Host Contract Operational Requirements* document.

Hosting rights

The hosting rights usually concern the event's areas of income generation (e.g. ticket sales, licensing, broadcasting rights). Table 1 below summarises these rights and how they are apportioned for the Olympic and Paralympic Games.

Hosting obligations

The hosting obligations cover everything required to deliver a successful event (venues, accommodation, security, etc). Table 2 on the right summarises the obligations on the Local Organising Committee (LOC) for the Olympic and Paralympic Games.

TABLE 1: OLYMPIC AND PARALYMPIC RIGHTS SUMMARY

Category	LOC Rights	IOC/IPC Rights
Olympic Ticketing	Host retains gross revenues from ticketing programme	
Olympic Hospitality	Host retains gross revenues from hospitality programme	
Olympic Marketing Plan	Host retains cash consideration and value-in-kind from gross revenues derived from contracts associated with the marketing plan	
Olympic Coin and Banknote programme	Proceeds shared between LOC and IOC	
Olympic Stamp programme	Proceeds shared between LOC and IOC	
Olympic International Programme (sponsorship, suppliers and licensing)	Net Proceeds after costs and 5% retention fund shared between LOC and IOC determined at sole discretion of IOC	
Olympic Broadcasting	LOC granted a financial contribution by IOC in relation to the total revenues generated	IOC retains all revenue above LOC contribution
Paralympic tickets	Host retains gross revenues from ticketing programme	LOC pays IPC £20,872,500 for these three rights (For hospitality, the IPC retains the right to deliver their own hospitality centre)
Paralympic hospitality	Host retains gross revenues from ticketing programme	
Paralympics sponsorship and licensing	All rights in the host country	
Paralympic broadcasting	International rights	

TABLE 2: OLYMPIC AND PARALYMPIC HOSTING OBLIGATIONS SUMMARY

Category	LOC Obligations
Accommodation	Arrangement of accommodation facilities for 14 nights prior to the Opening Ceremony, during the Games, and 2 nights following the Closing Ceremony for stakeholder groups. Provision of 40,926 rooms during the Olympic Games and 7,295 rooms during the Paralympic Games for stakeholder groups. Payment for these rooms shall be split between the IOC/IPC, OCOG and by individual stakeholder groups. Use best efforts to maintain control over the availability and price of accommodation.
Accreditation	Provide pre-Games, Games time and post-Games (including transition) accreditation, supplementary devices and any other access passes and devices necessary for personal and vehicles to access the controlled venues.
Arrivals and Departures	Ensure that efficient arrival and departure services are provided to all accredited members of the Games Stakeholders (Olympic and Paralympic).
Brand, Identity and Look of the Games	Develop a distinct personality, image and character for the Games which expresses its' vision and unique spirit to a global audience. Ensure that all elements of the brand identity are fully owned by the OCOG. Apply the IOC and IPC approved Branding.
Business Development	Establishment of marketing structures and processes to facilitate the sales, management, and implementation of commercial rights for the Olympic and Paralympic Games.
Ceremonies	Organisation of the Opening, Closing and Victory Ceremonies for the Olympic and Paralympic Games.
City Activities and Live Sites (not mandatory, but recommended)	Development of city activities and live sites to provide additional opportunities for communities to enjoy and participate in a memorable Games experience. These are highly recommended, but not required within the Host City Contract.
City Operations	Co-ordinate and monitor all activities, services, operations, and events delivered by different organisations that take place outside of venues and around the host city.
Communications	Deliver the core messages and values of the Olympic and Paralympic Games to a vast global audience using a wide range of communications disciplines and delivery platforms,
Culture	Delivery of projects and events that highlight local, national and international culture.
Digital Media	Development and implementation of a Digital Media General Plan in cooperation with the IOC and IPC.
Education	Establish educational programs for schools to promote sports, the Olympic and Paralympic Games and their associated values among young people.
Energy	A secure, reliable, resilient and sustainable energy supply is required to protect against any disruptions that would negatively impact the athletes, competition, spectators, the operations of major stakeholders (broadcast, press, technology) and the global image of the Games and the Host City.

HOSTING REQUIREMENTS

PART 1: HOSTING RIGHTS AND OBLIGATIONS

TABLE 2 (CONTINUED): OLYMPIC AND PARALYMPIC HOSTING OBLIGATIONS SUMMARY

Category	LOC Obligations
Engagement	Develop an Engagement Programme which raises awareness of the Olympic and Paralympic Games
Finance	Development of comprehensive budget planning and reporting for all aspects of the Olympic and Paralympic Games.
Food and Beverage	Provision of efficient, accessible and sanitary food and beverage services (including free drinking water at all venues) for all stakeholder groups and provide free-of-charge services in the Olympic and Paralympic Villages. Provide 24/7 user-pay services in the International Broadcast Centre (IBC) and Main Press Centre (MPC).
Games Delivery	Develop a Games Delivery Plan (GDP) using appropriate technology that facilitates collaboration between the IOC, IPC, Host City, stakeholders and delivery partners.
Information and Knowledge Management	Ensure that all Olympic and Paralympic Games information under the Host City's responsibility is always safely kept and managed.
Language Services	Plan and deliver comprehensive translation and professional interpretation services
Marketing Partner Services	Work with the IOC's Olympic Programme Partners and grant them exclusive worldwide marketing rights, hospitality rights, supply rights and other sponsorship benefits. Enlist domestic partners whose marketing and promotional rights are limited to the Host Country and do not conflict with the rights granted to TOP Partners.
Media	Provide general facilities and services for the press in all competition venues. Provide an MPC (Main Press Centre) and IBC (International Broadcasting Centre).
Medical Services	Ensure that all medical services are available free of charge to accredited persons. Implement and deliver a doping control programme.
NOC/NPC Services	Ensure that all NOC/NPC travel, meetings, and decisions are fulfilled in accordance with IOC guidelines.
Olympic/ Paralympic Family and Dignitary Services	Organise the hospitality of the Olympic/Paralympic family services.
Olympic and Paralympic Torch Relays	Organise commercial aspects of the Olympic Torch Relay Ensure the delivery of all Olympic Torch Relay operations.
People Management	Organise and submit a plan for people management during the games.
Protection and Respect of Human Rights	Develop and implement a Human Rights strategy.

Category	LOC Obligations
Protocol	Correct implementation of the Olympic symbol, emblems, flags, medals, pins, diplomas and protocol relating to Olympic/Paralympic Games Ceremonies.
Rights Protection	Creation and protection of intellectual property assets associated with the Games.
Safety	Delivery security programme for all areas.
Signage	Develop a clear signage plan to be submitted for approval by the IOC.
Resource Management	Develop and implement a Resource Management Plan in which products and materials shall be treated as valuable resources and their lifecycles optimised through reuse, repurposing, and recycling strategies.
Spectators	Develop strategy plans on spectator services, spectator information and legacy use of spectator information.
Sport (including IF Services)	Organisation of the games, look of the competition and training venues as well as the duration of the competition. Co-operation with each International Federation (IF) and their involvement in the Sport Delivery Plan. Organisation of sport competition programme. Creation of the competition schedule consulting with the IOC, OBS and Ifs at all stages of development. Sports Equipment lists to be procured for each sport/discipline/event. Define and implement the official registration process for athletes qualified and selected to participate in the Games.
Sustainability and Legacy	Develop with the IOC and Host Country Authorities, a sustainability strategy. Develop a Legacy Plan and develop appropriate governance structure to oversee the fulfilment of it.
Technology	Supplying suitable, safe, and reliable telecommunications infrastructure throughout the games and allowing for and facilitating extra communication needs during the Paralympic games.
Ticketing and Hospitality	The IOC reserves the right to be take direct responsibility for the production and delivery of all In-venue hospitality spaces across client groups and programs. The space for hospitality must be provided by the host city. Ticket printing, delivery, distribution, pricing, and revenue all of which is overviewed by the IOC.
Transport	Develop both an Olympic and Paralympic transport plan maximising the use of public transport.
Venues	To create a venue master plan in line with long-term needs such as venue location, maximum use of existing venues, venue capacities etc. This must also include a sustainability plan and fill all IOC requirements for the sports they are hosting.
Villages Management	Provide one bed for each participating athlete and eligible team official within an Olympic Village and Paralympic Village. Create an Olympic Village with an aggregate capacity for at least 16,000 people and a Paralympic Village with an aggregate capacity for at least 8,000 people. The village can be across multiple sites. Provide food and beverage services according to competition training schedule.

HOSTING REQUIREMENTS

PART 2: HOSTING GUARANTEES

In addition to the hosting requirements, there are also **hosting guarantees** that must be fulfilled by the host city to ensure a successful delivery of the games.

Through Olympic Agenda 2020’s ‘The New Norm’, the IOC introduced reforms to decrease costs of bidding and Games organisation. Despite this, the Games are still a major international sporting event in which, even with sound budgeting and planning, financial difficulties may arise during the years of preparation.

The **‘Games delivery guarantee’** ensures that the government, national, regional, local or others, as well as other funding sources must provide financial guarantees, covering potential economic shortfall of the OCOG and ensuring that the OCOG can deliver the Games in accordance with the *Olympic Host Contract Requirements*. In addition to these financial guarantees, the Olympic Committee also ensures that certain ceremonial guarantees are abode by. These are summarised below in Table 3.

TABLE 3: IOC GAMES DELIVERY GUARANTEES SUMMARY

Guarantee	Description
Respect of the Olympic Charter and Promotion of Olympism	The host must abide by the provisions of the Olympic Charter and the IOC Code of Ethics and act in a way that enhances the fundamental principles and values of Olympism.
No inconsistent activities	The host must guarantee that no other major event, conference or meeting which could impact on the Games shall take place in the host city or in the cities hosting competition sites during the Games and for one week before and after.
Sustainability and Olympic Legacy	The host must carry out all activities in a manner that embraces sustainability and contributes to the United Nations’ Sustainable Development Goals. The host must adhere to the IOC’s Sustainability Strategy. This strategy covers infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate change.
Programme of the Games	The programme of the Games (in terms of sports and events) should be in line with recent previous Games.
Security	Ensure that all Olympic and Paralympic Games information under the Host City’s responsibility is always safely kept and managed.
Betting and prevention of manipulation of competitions	The host must not participate in, support or be supported by any sport betting in relation to the Games. The host must also co-operate with the IOC’s joint integrity unit (which will be set up for the Games).
Rights in respect of the Games and Games-Related Properties	The host must accept that the Games are the exclusive property of the IOC.
Olympic identity and accreditation card and rights related thereto	The Olympic Identity and Accreditation Card (OIAC) confers on its holder the right to take part in the Games. The host must ensure that all OIAC holders, providing they also have a passport or other official travel document, will be permitted to enter without delay or hindrance and remain in the host country and perform Games-related activities for the duration of the Games, including for a period of at least one month before the start and one month after the end.

Guarantee	Description
Entry and stay of Games-related personnel, animals and supplies	In addition to the OIAC, the host must ensure that temporary entry is available before, during and after the Games (for the purposes of planning and preparation, e.g. test events) to accredited personnel and for the importation of animals for the purposes of the Games.
Taxes	The host must co-ordinate with the relevant domestic authorities to ensure that the tax legislation of the host country is implemented and applied in a manner that guarantees the commitments set out in the host contract.
Advertising and other commercial activities at Key Olympic Venues	The host must ensure that IOC’s commercial rights are protected in relation to propaganda and advertising at key venues and, more generally, in relation to the Games.
Commercial Programmes conducted in relation to the Games	The host must become a full party to, the Joint Marketing Programme Agreement, which combines all of the marketing and commercial rights of the host.
Broadcast and other media coverage of the games	The host must ensure that there are no restrictions or limitations on the freedom of the media to provide independent coverage of the Games and related events. The host must also ensure that the Olympic Broadcast Services are able to carry out host broadcasting full independently. The host must also implement an open network policy around all key Olympic venues, transports hubs and other Games sites.

VENUE ANALYSIS

INTRODUCTION

The London 2012 Summer Olympic and Paralympic Games made use of a mixture of newly built, existing and temporary venues. The majority of the venues are/were located in and around the Queen Elizabeth Olympic Park (QEOP) in East London.

For aspiring future hosts of the Games, the IOC recently released updated guiding principles for the selection of venues. They include:

- Prioritising use of existing and planned venues, including considering existing venues in other cities, regions and countries

- Building new permanent venues only if there is a viable legacy business plan and a guaranteed long-term post-Games use, and

- If there is no legacy need, seeking a temporary solution, including temporary adaptation of existing venues or fully temporary/relocatable venues.

In light of these principles, the feasibility of London hosting the Olympic and Paralympic Games in the future is significantly dependent on whether the venue legacy left by the London 2012 Games (as well as other pre-existing facilities) can be used again.

This section is set out in two main parts:

1. Venue Analysis (competition venues; training venues; and other (support) venues), and
2. Queen Elizabeth Olympic Park analysis.



PART 1: VENUE ANALYSIS

Competition venues

The competition venues make up the largest and most visible of the three groups of facilities under consideration in this section. Our approach has been based on the new IOC principles (i.e. using existing venues as much as possible) and our analysis covered the following stages:

- Identifying the latest list of Olympic and Paralympic sporting disciplines

- Understanding the IOC's (and international federation's) venue and additional space requirements (e.g. warm-up area) for each sporting discipline

- Researching which venues were used by which sports for the London 2012 Games

- Completing a desktop research exercise to understand the high-level feasibility of venues for Olympic and Paralympic sports in the future; including the identification of any major problems or concerns

- Engaging and consulting with key stakeholders to supplement any information gathered through the desktop research exercise (e.g. the LLDC)

- Researching possible venues outside London which could be used to host specific events, in particular, where there is currently no obvious (and straightforward) candidate within London or where additional venue capacity for the given sport is likely to be required, and;

- Identification of a red, amber and green traffic light system to indicate whether each venue could be considered to host specific sporting disciplines.

This exercise has enabled us to highlight where different events in the Olympic and Paralympic Games could be held. In addition, it has highlighted any significant issues that would need to be addressed.

In line with the IOC's updated guiding principles, the possible alternative non-London venues identified in our analysis includes the consideration of venues in a wide range of cities and regions across the UK. These include (but are not limited to):

- Birmingham

- Manchester

- Liverpool

- Isle of Wight, and,

- Edinburgh.

We have summarised our analysis of the venues in Table 4 on the following pages. Further information on the feasibility of using existing venues within, and outside London to host the Olympic and Paralympic Games can be found in Appendix 5 (separate document to this report).

Traffic light system definitions

The traffic light system used in our analysis is based on the following definitions:

	Significant issues identified with venue or no obvious venue identified
	Moderate concerns with venue in its current form being capable of hosting relevant sport (refurbishment/upgrade required)
	Venue in current form capable of hosting relevant sport (with minor upgrades/temporary overlay)

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TABLE 4: COMPETITION VENUE ANALYSIS SUMMARY

Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Competition Venues						
Archery	Both	Field of play is 70m for recurve and 50m for compound archers. Spectator barriers must be at least 20m from the sides of first and last target set at 90m.	Practice field required alongside main venue.	Lord's Cricket Ground (Olympics) Royal Artillery Barracks (Paralympics)		Replicating the London 2012 Games and using Lord's Cricket Ground as the venue for Archery shall be dependent on club & national fixtures. In 2012, Paralympic Archery was hosted at the Royal Artillery Barracks due to Lord's Cricket Ground being unavailable during the Paralympic Games due to cricket commitments. There is good viability for hosting Archery in London with the main requirements for the venue consisting of the field of play being a flat and open space. As much of the infrastructure required would be temporary, further work would be required to ensure the chosen venue could accommodate the sport and, therefore, it has been rated as 'amber' for now.
Athletics (Track & Field)	Both	400m track with minimum 8 lanes on bends and 8 straight lanes (for 100m and 110m Hurdles) Water jump for the Steeplechase 2x Long and Triple Jump facilities with landing area at each end 2x High Jump areas 2x Pole Vault areas with provision for landing area at each end 1x Discus and Hammer Throw combined area 2x Javelin area 2x Shot Put area	400m track with minimum 4 lanes and 6 straight lanes (similar surface to the competition track) 13 jumping events areas Separate combined throwing field for Discus, Hammer, Javelin Throw 2x Shot Put areas	Olympic Stadium		Use of the London Stadium (formerly Olympic Stadium) is the most obvious option to hold the athletics, however, there have been a number of changes to the venue since the London 2012 Games. These include: The venue's capacity is now circa 20,000 less than in 2012 and the feasibility of increasing it again may need to be considered (to enable it to deliver maximum revenue). The warm-up venue has been relocated since 2012 from the parcel of land to the south immediately adjacent to the railway to the area immediately to the south of the stadium that acted as a holding area for the ceremonies in 2012. The previous site is owned by Network Rail and unlikely to be available in the future. The track has also been reduced in width by 2 lanes and does not have a separate throws area. An in-depth feasibility study is required to understand the ease of overcoming these issues. Until this has been completed, viability of hosting the Athletics at the London Stadium is 'amber'.
Athletics (Marathon)	Both	Standard marathon length is 42.195km. The start and finish points, measured along a straight line between them should not be further apart than 50% of the race distance.	Refueling stations required every 5km on the course.	London and surrounding areas		There is good viability for the Marathon to be hosted in London with there being various options for the route.
Athletics (Race Walks)	Both	Standard Race Walk lengths are 50km and 20km.	Refueling stations required every 5km on the course.	London and surrounding areas		There is good viability for the Race Walk to be hosted in London with there being various options for the route.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Aquatics (Swimming & Diving)	Olympic	Swimming: 50m x 25m pool 8 lanes Lanes shall be 2.5m wide with 2 spaces 2.5m wide outside of lanes 1 and 8 Minimum pool depth of 2m (3m recommended). Diving: Springboards 4.88m long and 0.5m wide. Minimum pool depth of 4.5m (recommended 5m) for 10m diving. Minimum pool depth of 3.5m for 3m springboard diving.	The warm-up swimming pool with a minimum area of 25m x 25m or 30m x 20m, with a depth of 3m.	London Aquatics Centre		The London Aquatics Centre is the most obvious venue to host the Swimming and Diving in London. The centre hosted both events during the London 2012 Games and therefore meets all the field of play and warm-up requirements set by the IOC. The viability of the London Aquatics Centre being used to host the Games again is mainly dependent on the ability to reinstall the two large temporary wings on either side to provide additional seating capacity. Reinstallation of the temporary wings would involve major modifications to the Centre. Without modification, the capacity would be restricted to circa 3,000 In addition, consultation with the LLDC has identified a possible future development on the land to the west of the Centre. If this development is approved, there is a risk that there will be insufficient space to reinstall one of the wings to the West of the Centre. For these reasons, viability in hosting the Swimming and Diving at the London Aquatics Centre is 'amber'.
Aquatics (Artistic Swimming)	Olympic	For the routine section, a minimum area of 30m x 20m is required. The depth of the water shall be consistently no less than 3m.	The warm-up swimming pool with a minimum area of 25m x 25m or 30m x 20m, with a depth of 3m.	London Aquatics Centre		There is viability in hosting Artistic Swimming at the London Aquatics Centre again. The main swimming pools' moveable floor enables the Centre to meet the field of play requirements set by FINA. Similar to the Swimming and Diving, viability of using the London Aquatics Centre again is dependent on whether the temporary wings can be installed at the Centre to meet seating requirements. As a result of this being unknown currently, viability for the London Aquatics Centre to host Artistic Swimming is 'amber'.
Aquatics (Water Polo)	Olympic	Field of play for men is 30.6m x 20m. Field of play for women is 25.6m x 20m. The depth of the water shall be consistently no less than 2m. In indoor swimming pools, the minimum height of the field of play shall be no less than 7m.	There is a requirement for 2 female and 2 male change/locker room facilities for teams competing.	London Water Polo Arena		At the London 2012 Games, a temporary Water Polo Arena was constructed on land adjacent to the London Aquatics Centre (north) to host the Water Polo. Since the Games, there has been major development on the land and has now been converted to other use (East Bank). Consideration would need to be given as to whether water polo could be programmed into the main Aquatics Centre or whether a suitable location (in London or elsewhere) could be found. At this stage, viability for hosting the Water Polo is 'red' due to the lack of capacity at QEOP for another temporary venue.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Aquatics (Swimming Marathon)	Olympic	10km of open water.	Warm-up area to either include the use of a suitable pool and open water training venue made available 4 days prior to the event. Suitable feeding platforms available. Areas for spectators to experience the whole event with live commentary and preferably video.	The Serpentine		There is good viability for the Swimming Marathon to be hosted at the Serpentine or any other large body of water in London.
Badminton	Both	The field of play must measure no less than 48m x 30m to accommodate 3 competition courts. The uninterrupted height above the floor must be no less than 12m. The walls, boards and other interior surrounds to the field must be of a dark colour. The field of play must have minimal draughts or other air movement.	Warm-up area with space for a minimum of three courts close to the competition hall, with a height above the floor of no less than 10m.	Wembley Arena		There is good viability for the Badminton to be hosted at the Wembley Arena or any other large venue in London which meets the requirements of the IOC and BWF.
Basketball	Olympic	The playing floor shall be a minimum length of 32m and a minimum width of 19m; including a boundary line with a minimum width of 2m. All spectators must be seated at a distance of at least 2m from the outer edge of the boundary line of the playing court. The height of the ceiling or the lowest obstruction above the playing court shall be a minimum of 7m.	Athletes require a warm-up area adjacent to the FOP (close proximity) consisting of at least 2 full size basketball courts.	London Basketball Arena & The O2		At the London 2012 Games, a temporary Basketball Arena was constructed at the Queen Elizabeth Olympic Park. This venue hosted the men's and women's preliminary games, including the women's quarter finals. Since the Games, the land where the Basketball Arena was placed has been converted into residential flats with no viability of accommodating another temporary venue due to insufficient space. The finals were hosted at the O2 and there is good viability for the venue to host Basketball again. The main area for further scrutiny is whether there is still sufficient space within the O2 for the warm-up area (given more recent developments) There are a number of other venue options across London which could meet the requirements of the IOC and FIBA. Viability of hosting the Basketball in London is 'amber' due to the need to find either an existing venue or location for a temporary venue to host the preliminary fixtures.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Basketball (3x3)	Olympic	The playing surface shall be a minimum length of 15m and minimum width of 11m. There shall be an additional baseline boundary of 2m, short side boundary of 1.5m (exceptionally minimum of 1m) and long side boundary of 1m opposite the backstop. All spectators must be seated at a distance of at least 2m from the outer edge of the boundary line of the playing court. The height of the ceiling or the lowest obstruction above the playing court shall be a minimum of 7m.	Locker rooms for players Area for media Benches for teams Area for referees	n/a		Basketball (3x3) is a new sport introduced at the 2020 Tokyo Games. The field of play is significantly smaller than that of traditional Basketball and arenas are often temporary. There is good viability for the Basketball (3x3) to be hosted in London, however, there is a need to find a suitable location which can accommodate a temporary venue. For this reason, viability for hosting the Basketball (3x3) is 'amber'.
Boxing	Olympic	For all IBA Competitions, the ring must be a square that measures 6.10m on each side within the lines of the ropes. The apron shall extend 85cm outside the line of the ropes on each side. The height of each skirt should be 1m. The height of the corner poles shall be 130cm above the canvas. The heights of the four ropes must be 40cm, 70cm, 100cm and 130cm from the canvas.	Anti-Doping Rooms Weigh-in Room Boxers' Warm-Up Areas	ExCeL Exhibition Centre		The IOC removed IBA in 2019 from any involvement in the 2020 Tokyo Games and Boxing has been left off the list of sports for the 2028 Los Angeles Games. It is uncertain whether Boxing will return to the Games. However, there is good viability for the sport to be hosted at a venue in London if it does return in the future.
Breaking	Olympic	For Paris 2024, the Place de la Concorde is being used. Specific venue requirements are not clear; however, a similar temporary space should be suitable.		n/a		Breaking is a new sport to be introduced at the 2024 Paris Games. In Paris, Breaking will be hosted at a temporary venue within the Place de la Concorde. There is good viability for Breaking to be hosted in London, however, there is a need to find a suitable location which can accommodate a temporary venue. For this reason, viability for hosting the Breaking is 'amber'.
Canoe-Kayak (Slalom)	Olympic	FOP to be no longer than 600m with a minimum width of 10m. Suitable average depth of 0.8-1.0m. Depth should be minimised to reduce cost of required water flow rate. Southeast Orientation. The course should conform to ICF's Grade 3 Whitewater standards.	Must include warm-up and cool-down areas for the athletes. The area must not affect the start and finish area.	Lee Valley White Water Centre		There have been no material alterations to the Lee Valley White Water Centre that would preclude it from hosting a future Games. The field of play is in the same format as in 2012. Overall, there is no reason why the venue could not host the Canoe-Kayak Slalom in a future London Games. Currently, it is the only international standard canoe slalom venue in the UK.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Canoe-Kayak (Sprint)	Both	Olympic Qualification and the Olympic Games requires a minimum of 8 parallel lanes. However, standard courses consists of up to 9 lanes. Each lane must be at least 9m wide, straight and without any obstacles. The depth of the water in the entire course must be at least two meters. For races longer than 1,000m, turning points are permitted.	Space needed for the storage of canoes, boat washing, changing rooms and other athlete areas.	Eton Dorney		Eton Dorney was used to host the Canoe-Kayak Sprint in the 2012 London Games and meets all requirements set out by the IOC and ICF, assuming temporary seating is provided. The main challenge would be securing agreement to use the venue with Eton College, which may not be straightforward. For this reason, viability of hosting the Canoe-Kayak Sprint at the Eton Dorney is 'amber'.
Cycling (BMX)	Olympic	Zone of influence (zone either side of the track) must be at least 2m. General Track area dimensions: Single Start Ramp W: 50m - 60m L: 120m - 160m Track width: 10m Double Start Ramp W: 70m - 80m L: 120m - 160m Track width: 20m (at starting ramps moving) moving into 10m	Area for Judges to view the event. Spectator viewing areas, no less than 2m away from the track.	London Velopark		At the London 2012 Games, the BMX was hosted on the BMX track located next to the London Velodrome. The BMX venue and track has been reconfigured since the Games to make it more suitable for all abilities, however, is a permanent feature of the Queen Elizabeth Olympic Park. Considering the venue is permanent in nature, there is good viability for the BMX to be hosted back on the BMX venue following further reconfiguration to ensure it meet the requirements of the IOC and UCI again.
Cycling (Mountain Bike)	Olympic	Must include a variety of terrains that is both technical and open riding. The course should also feature climbs and descents. Paved or tarred/asphalt roads cannot exceed 15% of the total course. There must be a safety zone of at least 2m either side of the track before a spectator zone. Barriers must be in place on both sides of the course for a minimum of 100m before and 50m after the start and finish line. Ideally, the course should be shaped like a clover leaf, returning to the main area on each lap.	There must be at least 6 crossing points for spectators which must be marshalled on each side.	Hadleigh Country Park		The London 2012 Mountain Biking track at Hadleigh Country Park has been retained as a legacy venue and additional routes have been added to suit all abilities. There is good viability of using Hadleigh Country Park as a venue to host the Mounting Biking in the future, however, different track designs will be required to be submitted to the IOC and UCI. If Hadleigh Park is unavailable or deemed unsuitable, it should be possible to find another venue. For this reason, viability of hosting the Mountain Biking is 'amber'.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Cycling (Road)	Olympic	Distance of 200km for men and 120km for women. The Time Trial rarely exceeds 50km.		SW London and Surrey		There is good viability for the Cycling Road Race and Time Trial to be hosted in London. There are many different routes through London and its surrounding areas which could meet the requirements of the IOC and UCI.
Cycling (Road)	Paralympic	Distance per lap in Tokyo was approximately 13.2km for the road race and 8km per lap for the time trial. The same facilities were used for both the Olympic and Paralympic Cycling Road Race and Time Trial.		Brands Hatch		With significant flexibility around the requirements for this event, It should be possible to find a suitable venue/route in or around London.
Cycling (Track)	Both	Olympic velodromes must measure 250m. 10km distance for men and 7.5km distance for women in a Tempo race. 25km for men and 20km for women in a points race. For Paralympic athletes, the distances for events are reduced and therefore the same facilities will be used.		London Velopark		The London Velodrome has hosted many track cycling events since the London 2012 Games, including the UCI Track Cycling World Championships in 2016 and the 2022 Commonwealth Games. It is set up to host major international events. There is good viability for the London Velodrome to host Track Cycling again in the future as it meets IOC and UCI requirements.
Equestrian (Dressage)	Both	Arena no smaller than 100m x 80m, holding a fully boarded dressage arena of 60m x 20m for competition, and at least one fully boarded 60m x 20m area for final warm up. Distance between any point of the boarded competition arena and spectator seating must be at least 15m. A surface of sand is essential.	Final warm-up area - min 65m x 35m. Minimum 500m2 final holding area. Equipment check area of 6m x 3m.	Greenwich Park		At the London 2012 Games, Greenwich Park hosted all Equestrian events with temporary arenas and seating installed. Temporary arenas and seating would need to be constructed, There is good viability in using Greenwich Park again to host Equestrian disciplines.
Equestrian (Jumping)	Both	Arena no smaller than 100m x 80m. Distance between any point of the boarded competition arena and spectator seating must be at least 15m. Jumping obstacles for main area and warm up area. Surface shall be either sand or grass.	Final warm-up area - min 65m x 35m. Minimum 500m2 final holding area. Equipment check area of 6m x 3m.	Greenwich Park		As above in Equestrian (Dressage).

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Equestrian (Eventing)	Both	Arena no smaller than 100m x 80m. Distance between any point of the boarded competition arena and spectator seating must be at least 15m. Jumping obstacles for main area and warm up area. For Cross Country: A minimum area of 35 hectares Course distance of 5700m-6270m Course on a mixture of grass and sand.	Final warm-up area - min 65m x 35m. Minimum 500m2 final holding area. Equipment check area of 6m x 3m.	Greenwich Park		As described in Equestrian (Dressage).
Fencing	Olympic	The combat area of the piste is 1.5m wide and 14m long. The maximum height of the playing area (Piste) is 50 cm. At the Finals, replays of an action under review must be shown on a screen visible to spectators.	Equipment checking zone located near the Piste.	ExCeL Exhibition Centre		There is good viability for the Fencing to be hosted at the ExCeL Exhibition Centre (or similar) in the future as the facility is permanent and meets the requirements of the IOC and FIE.
Football (Finals)	Olympic	The field of play should be between 100m and 110m in length, and between 64m and 75m in width. Matches may be played on natural and artificial surfaces. Where artificial, the surface must meet the requirements of the FIFA Quality Programme for Football Turf or the International Artificial Turf Standard.	There must be sufficient space behind the goals to allow players to warm up during matches. Referee review area.	Wembley, Old Trafford, Millennium Stadium, Hampden Park, St. James' Park and Coventry Stadium used		In the London 2012 Games, Football was hosted at various stadiums across the UK. There are many football stadiums across London and the UK which would meet the requirements of the IOC and FIFA for both preliminary and finals fixtures. Use of certain stadiums to host Football will be dependent on stadiums not having any existing scheduled fixtures which clash with the Games' programme. As a result of the large number of existing high-quality stadiums, there is good viability for Football to be hosted in London and across the UK again.
Golf	Olympic	Full 18-hole course.	Practice can only happen in areas specifically designed by the IGF.	n/a		Golf was reintroduced to the list of sports at the 2020 Tokyo Olympics. There is good viability for Golf to be hosted in the area immediately surrounding London due to the large number of high-quality courses in the area.

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Gymnastics (Trampoline & Artistic)	Both	Competition Area (Artistic) Women: 1x floor (12sq m) 1x vault (placed at the end of a 25m long runway) 1x beam (stands 1.25m above the mat and 10cm wide) 1x uneven bars (high bar at 2.4m and the low bar to 1.6m above the mat, with a space of about 1.8m apart) Men: 1x floor exercise, 1x parallel bars 1x high bar (2.75m above the ground) 1x still rings (2.75m above the mat and 50cm apart) 1x vault 1x pommel horse.	Warm up area: 35m x 60m. Minimum height of 12m. Must be adjacent to the competition hall. If all disciplines are in one venue: 3 warm-up halls for each discipline are required: Artistic, Rhythmic and Trampoline. If Rhythmic is in a separate venue, only 2 warm-up halls are needed	The O2		Along with hosting the Trampoline and Artistic Gymnastics in the 2012 London Games, the O2 has been a venue for other large scale gymnastics competitions such as the World Cup of Gymnastics in 2017. There is good viability in for the Trampoline and Artistic Gymnastics to be hosted at the O2 again considering the venue meets all the requirements of the IOC and FIG.
		Competition Area (Trampoline) 5.05m long, 2.91m wide and 1.155m high. Playing surface area: 40m x 70m and a minimum vertical height requirement of 12m.				
Gymnastics (Rhythmic)	Olympic	Playing surface area of 40m x 70m and a minimum height of 12m. If Rhythmic is in the same venue as trampoline and artistic the ventilation systems cannot affect the ribbons. The surface must be a mat with a special wooden underlay and security borders around it	See above within Gymnastics (Trampoline & Artistic)	Wembley Arena		There is good viability for the Wembley Arena to host the Rhythmic Gymnastics again as the venue has sufficient space for the field of play and meets all other requirements of the IOC and FIG.
Handball	Olympic	Playing court 40m x 20m sits within the entire field of play which measures 48m x 28.5m restricted by boards. Minimum height of 7m.	Warm-up on the playing court	Copper Box Arena		There is good viability for the Copper Box Arena to host the Handball again as the venue has sufficient space for the field of play and meets all other requirements of the IOC and IHF.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Hockey (Field)	Olympic	2x Competition fields. Field area should measure 91.4m x 55m. Total Gross Area Requirement: 101.4m x 63m. Hockey net = 3.7m (W) x 2.1m (H) x 1.2m (D). The FOP should be constructed with the long axis in a North-South direction. Maximum tolerance to be within an angle of + or - 15E.	2x 11-a-side hockey training fields.	Riverbank Arena		The Riverbank Arena was a temporary venue for hockey in 2012. The land on which it was located has since been converted to other use and has planning consent for a future residential development. However, the Lee Valley Hockey and Tennis Centre, which hosted Paralympic Tennis in 2012, should be available. Along with the main pitch having the ability to host 15,000 spectators, there is a second pitch which could be used as a warm-up area. It has hosted major international hockey events since 2012, with further events planned. LVRPA (who own the venue) do have plans for further development of the site (reconfiguration of the main pitch and additional pitches and indoor tennis facilities); however, these should not preclude its ability to be a venue at a future London Games.
Judo	Both	Field of play should measure 60m x 40m. 2x 14m x 14m contest mats (tatamis) on a platform that measures 16m x 30m, with a 50cm height.	Warm up area measuring 1,600m2 containing 3 contest areas of 10m x 10m with 4m safety area at the venue site.	ExCeL Exhibition Centre		There is good viability for Judo to be hosted at the ExCeL Exhibition Centre in the future as the facility is permanent and meets the requirements of the IOC and FIE.
Modern Pentathlon	Olympic	Fencing: The piste is 1.5m to 2m wide. The piste is 14m long. Swimming: 50m x 21m 8 lane swimming pool. 1.8m minimum depth. Riding/Jumping: Show jumping course with a length between 350m to 450m. Pistol Shooting: 10m indoor air pistol shooting range - firing line is 2m x 18m. Spectator seating starts 5m behind the firing line. Running: 3000m cross country course.	Vertical height minimum: 10m - shooting and fencing is determined by spectator stand setup.	Copperbox (fencing) London Aquatics Centre (swimming) Greenwich Park (riding, shooting and running)		There is good viability for the Copper Box Arena to host the Fencing and London Aquatics Centre to host the Swimming. Similarly, to that of the Equestrian events, use of Greenwich Park for the Riding, Shooting and Running shall be dependent receiving permission from 'The Royal Parks' to use and access the park. As such, there is viability for the Modern Pentathlon to be hosted at the same venues as that in the 2012 London Games. However, due to Riding and Shooting requiring temporary venues, viability has been marked as 'amber'.

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Rowing	Both	Lake must be sufficiently long to accommodate 2,000m international course. Recommended width of course for Olympic and Paralympic Games is 162m; however, this can be reduced to 130m. The competition area should be 2220m x 162m where the racing course is 2,000m x 108m. Recommended depth of the racing course is 3.5m (minimum is 3m).	A second channel for warming up/cooling down is recommended.	Eton Dorney		Eton Dorney does not conform to the recommended course width of 162m, however, is more than World Rowing's minimum requirement of 130m. In addition, temporary seating will need to be installed to meet the IOC's seating capacity requirements. As with Canoe-Kayak (sprint), the main issue would be securing agreement from Eton College to use the venue. For this reason, viability of hosting the Rowing at the Eton Dorney is 'amber'.
Rugby	Olympic	Field of play between 7,208 and 10,080 sqm.	Warm up can occur on the competition pitch.	Twickenham Stadium and others		There is good viability for Rugby to be hosted in London considering there are various stadiums which would meet the requirement of the IOC and IRB. In particular, Twickenham Stadium is suitable option to host the finals.
Sailing	Olympic	Slipway of approximately 250m (based on what was needed at Weymouth) 5 areas with an average diameter of 1 nautical mile.	Areas required for boat storage	Weymouth and Portland National Sailing Academy		Since the 2012 London Games, the Weymouth and Portland National Sailing Academy has also hosted a number of international sailing events in Olympic classes. There is good viability of the Weymouth and Portland Sailing Academy hosting the Sailing again in the future as it meets the requirements of the IOC and World Sailing.
Shooting	Both	50m Range Design: Playing arena size of 4,400m ² Gross area required 5,000m ² 80 firing points are adequate for the Olympics. 25m Range Design: Playing arena size of 1,860m ² Gross area required 2,263m ² 60 targets are adequate for the Olympics.	Vertical height requirement of 2.8m. There should be 7m of space from the firing line to the spectator barrier. If photographers must be accommodated another 2m should be provided.	Royal Artillery Barracks, Woolwich		The Royal Artillery Barracks has sufficient space and facilities for the field of play and meets the requirements of the IOC and ISSF. Hosting the Shooting at the Royal Artillery Barracks in the future will be dependent on receiving permission to build another temporary venue at the barracks. For this reason, viability has been marked as 'amber'.

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Shooting (cont'd)		10m Range Design: Playing arena size of 800m² Gross area required 1,216m² 60 targets are adequate for the Olympics Finals Range: Playing arena size of 1,100m² Gross area required 1,250m² Trap and Skeet range (3 required): Playing arena size of 3,465m² Gross area required 13,770m²				
Skateboarding	Olympic	Almost twice the size of a standard competition skate park. Designed by World Skate (recognised governing body of Skateboarding) The Skateboarding facilities serving as "Field Of Play" (FOP) for the Olympic Games are considered the pinnacle of design and construction quality. For this reason, Olympic Tier FOPs are required to achieve a 5 Star C-Class certification.	Warm up can occur on the competition park.	N/A		Skateboarding was added to the list of sports in the 2020 Tokyo Olympics. At the 2024 Paris Games, Skateboarding will be hosted at the 'Place de la Concorde'. Following a similar strategy to that in Paris, there is viability of hosting the Skateboarding in London at any public space where a temporary skatepark and arena could be constructed to the IOC and World Skate's standards. Due to the need to find a suitable location which can accommodate a temporary venue, viability for hosting the Skateboarding has been marked as 'amber'.
Sport Climbing	Olympic	Walls need to be over 20m in height to be able to facilitate lead climbing.	Areas required for practice climbing walls.	N/A		For Paris 2024 a new climbing venue is being created and will continue as a legacy venue to help promote the sport. This is because the department has a major shortage of sports facilities (ranked 103/105 departments). A similar project could be undertaken in London. There is also good viability for Sport Climbing to be hosted in an open space which could accommodate a temporary venue. However, due to the need to find a suitable location to host the Sport Climbing, viability has been marked as 'amber'.
Surfing	Olympic	No specific details were found for technical requirements.	Area for judges to have a clear view of the event.	N/A		Surfing was reintroduced to the list of sports at the 2020 Tokyo Olympics where it was hosted at Tsurigasaki Beach. At the 2024 Paris Olympics, Surfing will be hosted in Tahiti, a French Polynesian Island located in the Pacific Ocean. A specific investigation would need to be undertaken to ascertain whether there are suitable locations around the UK coast (or further afield) that meet the requirements of surfing. At this stage, there is significant uncertainty, hence the 'red' rating.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Table Tennis	Both	General court area should be 16m x 8m. There should be 4 tables for competition and as elimination occurs the number of tables is reduced. For wheelchair events, the playing surface may be reduced to no less than 8m x 6m. The playing area should be enclosed by surrounds around 75cm high.	There should be a walkway between groups of tables to allow competitors to access all the tables without disrupting another table. This should be at least 2m wide. Changing facilities should be present, as well as toilet facilities, refreshment facilities and seating.	ExCeL Exhibition Centre		There is good viability for Table Tennis to be hosted at the ExCeL Exhibition Centre in the future as the venue has sufficient space for the field of play and meets the current requirements of the IOC and ITTF.
Taekwondo	Both	The center of the competition area is octagonal-shaped and measures 8m in diameter with each side having an approximate length of 3.3m. The Mat itself should be square shaped with dimensions of: Minimum 10m x 10m and Maximum 12m x 12m. The total required area is 400m². Competition platform= 50-60cm height and a 30-degree gradient. The safety area (area between the boundary line of the combat area and the outer line of the mat) must be a different colour than the combat area.	Warm up areas will need to be provided for the teams for 2 days before the start of the competition and throughout the duration of the competition.	ExCeL Exhibition Centre		There is good viability for Taekwondo to be hosted at the ExCeL Exhibition Centre in the future as the facility is permanent and meets the requirements of the IOC and ITF.
Tennis	Olympic	10 match courts for Olympic competition. Total area required is 32m x 12.8m. Each side of the FOP/court there shall be a space behind each base line of a minimum of 8.23m and sides are 4.57m. If the courts are side by side the space between must be a minimum of 10.97m. Required net height of 1.07m.	Warm up can occur on the competition court.	All England Club		There is viability for the Tennis to be hosted at the All England Club in the future as the venue has a sufficient number of courts and seating capacity to meet the current requirements of the IOC and ITF. However, the grass courts require a sufficient amount of time to recover from use at major tournaments throughout the summer, potentially clashing with required dates for the Games. For this reason, viability of hosting the Tennis at the All England Club has been marked as 'amber'.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Triathlon	Both	Swimming: Gross net area: 1,500m ² Start platform area: 120m ² (platform dimension of 60mx2m Exit platform area: 60m ² Minimum depth of 1m 300m is required to the first turn buoy; with a maximum of 8 corners (curved).	A carpeted transition area of 30m x 9m with allowance for 1m per athlete.	Hyde Park		There is good viability for the Triathlon to be hosted at Hyde Park in the future as the venue has sufficient space for the field of plays and meets the requirements of the IOC and World Triathlon. Viability of hosting the Triathlon in London has been marked as 'amber' due to use of Hyde Park being dependent on The Royal Parks granting access.
		Cycling: Gross net area: 40,000m ² Requires a minimum width of 5m 6 to 8 laps to total 40km; minimum of 1 hill of 8-10% gradient. Run: Gross net area: 10,000m ² Minimum width of 3m 3 to 4 laps to total 10km with a minimum of 1 hill of 8-10% gradient Straight area to finish line, minimum of 100m in length.				
Volleyball	Olympic	18m x 9m court. Surrounding Free Zone extending 5m from sidelines and 6.5m from the end lines. Men's net height of 2.43m. Women's net height of 2.24m. The net itself is 1m tall and 9.5m - 10m wide. Vertical height requirement of 12.5m.	Warm up can occur on the competition court.	Earls Court		There is good viability for the Volleyball to be hosted at Earls Court in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and FIVB.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Volleyball (Beach)	Both	Court area of 16m x 8m. Men's net height of 2.43m. Women's net height of 2.24m. Run-off areas must be at least 10 m on each side (sidelines and endlines).	Warm-up can occur on the competition court.	Horse Guards Parade		At the London 2012 Games, Beach Volleyball was hosted at the House Guards Parade within a temporary arena. There is significant uncertainty that Horse Guards Parade would be available to host any event at a future Olympic and Paralympic Games. Although it should be possible to find another suitable space to accommodate a temporary venue, at this stage, viability of hosting Beach Volleyball in London has been marked as 'amber'.
Weightlifting	Olympic	Must be executed on a competition platform (4m on each side, measuring 0.1m in height) with a clear area measuring 1m surrounding the competition platform. Competition area of 16m². Vertical height requirement of 5m. Competitions may be held on multiple platforms simultaneously.	An appropriate number of warm up platforms situated in a warm-up area near the competition platform (3m in width, 2.5-3m in length). Various additional spaces are also required.	ExCeL Exhibition Centre		There is good viability for the Weightlifting to be hosted at the ExCeL Exhibition Centre in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and IWF.
Wrestling	Olympic	3 competition mats with a diameter of 9m and a 1.5m border of the same mat thickness. Total mat area of 12m x 12m. Total area requirement of 26m x 52m. Raised platform is required to be 14m x 40m, with a height no greater than 1.10m. If the border or free space around the mat does not equal 2m, the platform shall be equipped with 45° degree sloping panels.	Warm up and training mats must also be new and approved by the UWW.	ExCeL Exhibition Centre		There is good viability for the Wrestling to be hosted at the ExCeL Exhibition Centre in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and UWW.
Boccia	Paralympic	Surface shall be flat and smooth (e.g. polished concrete, wooden, natural or synthetic rubber). Court dimensions of 12.5m x 6m, with the throwing area divided into six throwing boxes.	Warm-up can occur on competition court. Ramps are required.	ExCeL Exhibition Centre		There is good viability for the Boccia to be hosted at the ExCeL Exhibition Centre in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and World Boccia.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Blind Football	Paralympic	A smooth, flat, non-abrasive playing surface made of cement, grass or artificial grass. Field of play is required to be 40m x 20m. Length of the whole pitch must be covered by kickboards. The goals must be 80cm in depth at the top and 100cm at ground level. The minimum distance between the goal lines and any obstacle should be 2m.	Technical areas needed for both teams. A line parallel to the goal line, 2m behind it, should be drawn out as a 5.82m line for the 'Guides' behind the goal area.	Riverbank Arena		At the London 2012 Olympics, Blind Football was hosted at the Riverbank Arena. As discussed above in the Hockey section, the Riverbank Arena has been replaced by the Lee Valley Hockey and Tennis Centre. There is good viability for the hockey stadium at the Lee Valley Hockey and Tennis Centre to host the blind football during the Paralympics, however, a temporary field of play and spectator stands will be required. Use of the Lee Valley Hockey and Tennis Centre shall be dependent on the scheduling and programming of events at the venue. For these reasons, viability of hosting the Blind Football at the Lee Valley Hockey and Tennis Centre is 'amber'.
Goal Ball	Paralympic	Field of play shall be 20m x 30m. Field of Play shall have a minimum height of 5m. Synthetic wood or plastic floors must be used.	Each team has a bench that should be in an area measuring 4m x 3m. These areas must be at least 3m away from the court.	Copperbox Arena		There is good viability for Goal Ball to be hosted at the Copper Box Arena in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and IBSA.
Paracanoe	Paralympic	Required race distance of 200m on water. There must be at least 8 lanes available. Lanes are required to be 9m wide. Minimum water depth of 2m throughout the course.	Space needed for the storage of canoes, boat washing, changing rooms and other athlete areas.	Eton Dorney		The Eton Dorney was used to host the Paracanoe in the 2012 London Games and meets all requirements set out by the IOC and ICF, assuming temporary seating is provided As with Canoe-Kayak (sprint) and rowing, the main issue would be securing agreement from Eton College to use the venue. For this reason, viability in hosting the Paracanoe at the Eton Dorney has been marked as 'amber'.
Paratriathlon	Paralympic	Required distances: Swim: 750m Cycle: 20km Run: 5km.	External area where athletes can run for 100m in a straight line secured from traffic.	N/A		There is good viability for the Paratriathlon to be hosted at Hyde Park in the future as the venue has sufficient space for the field of plays and meets the requirements of the IOC and World Triathlon. Use of Hyde Park shall be dependent on The Royal Parks granting access to Hyde Park and infrastructure used in the Triathlon being altered. For this reason, viability of hosting the Paratriathlon at Hyde Park and surrounding areas has been marked as 'amber'.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Powerlifting	Paralympic	Must be executed on a competition platform (4m on each side, measuring 0.1m in height) with a clear area measuring 1m surrounding the competition platform. Minimum height requirement of 5m. Competitions may be held on multiple platforms simultaneously.	Minimum requirements: Warm-up room: 25m x 15m Warm-up waiting area: 7m x 6m Weigh in: 12m x 5m Training Area: 15m x 15m (or 25m x 10m).	ExCeL Exhibition Centre		There is good viability for the Powerlifting to be hosted at the ExCeL Exhibition Centre in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and IPF.
Sitting Volleyball	Paralympic	Field of play dimensions of 10m x 6m. Men's net height of 1.15m. Women's net height of 1.05m.	Warm-up areas of 3m x 3m in both bench-side corners, outside the free zone or behind the team bench.	ExCeL Exhibition Centre		There is good viability for the Sitting Volleyball to be hosted at the ExCeL Exhibition Centre in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and World ParaVolley.
Wheelchair Basketball	Paralympic	Played on standard basketball court with a field of play of 28.7m x 15.2m. Basketball hoop measured exactly 0.5m in diameter and 3m above the ground. The Run-off area must be at least 2.05m around the court.	The team benches must have 7 seats available, and any spectators must be at least 2m behind the team bench. The bench itself must be at least 2m away from the boundary of the court. Each bench must be at least 5m away from the center of the court and the scorer's table will sit at least 2m away from the boundary of the center line of the court.	London Basketball Arena		At the London 2012 Games, Wheelchair Basketball was hosted at the temporary Basketball Arena for preliminary games, and the O2 for finals fixtures. As discussed in the Basketball section, there is insufficient space at the Queens Elizabeth Olympic Park to build another temporary Basketball Arena. There is good viability to host the Wheelchair Basketball finals at the O2 in the future, however, it is not viable for the O2 to host preliminary fixtures with it being required to host other sporting disciplines. For these reasons, viability of hosting the Wheelchair Basketball in London is 'amber'. There are, however, a range of other arenas and locations across London which may be suitable to host preliminary stages of the Wheelchair Basketball.

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Sport	Olympic or Paralympic?	IOC Competition Venue Requirements	Venue Additional Space Requirements (e.g. warm up area)	Venue Used for The London 2012 Summer Olympics / Paralympics	London Venue Viability (Red/Amber/Green)	Venue Comments
Wheelchair Fencing	Paralympic	Piste (playing area) measuring 4m x 1.5m. Chairs are fixed to the ground by metal frames and chair is clamped to both sides to keep it from tipping.	Warm-up Areas will be required.	ExCeL Exhibition Centre		There is good viability for Wheelchair Fencing to be hosted at the ExCeL Exhibition Centre in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and IWAS.
Wheelchair Rugby	Paralympic	Field of play dimensions of 15m x 28m (indoor). Included run-off area of 2.05m to the sidelines and 3.05m to the endlines.	Warm-up occurs on the competition court. The officials table must be in line with the center of the court and a minimum of 1m away from the sideline. The two team benches must be a minimum of 1m away from the sideline and 6m away from the centre of the official's table.	London Basketball arena		At the London 2012 Games, Wheelchair Rugby was hosted at the temporary Basketball Arena for preliminary games, and the O2 for finals fixtures. As discussed in the Basketball section, there is insufficient space at the Queens Elizabeth Olympic Park to build another temporary Basketball Arena. There is good viability to host the Wheelchair Rugby finals at the O2 in the future, however, it is not viable for the O2 to host preliminary fixtures with it being required to host other sporting disciplines. For these reasons, viability of hosting the Wheelchair Rugby in London is 'amber'. There are, however, a range of other arenas across London which may be suitable to host preliminary stages of the Wheelchair Rugby.
Wheelchair Tennis	Paralympic	Field of play dimensions of 78ft x 36ft. Required net height of 1.07m. Minimum run-off area 10ft on the side lines and 18ft from the baseline. Preferred run-off area of 12ft on the side lines and 21ft from the baseline.	Warm up occurs on the competition court.	Lee Valley Hockey and Tennis Centre		There is good viability for Wheelchair Tennis to be hosted at the Lee Valley Hockey and Tennis Centre in the future as the venue has sufficient space for the field of play and meets the requirements of the IOC and ITF.

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Competition venue summary

The analysis set out in Table 4 indicates that London already has venues for a significant number of sports that are likely to make up a future Olympic and Paralympic Games. However, even for those venues that hosted events in 2012, upgrades and alterations would be likely to be required. The most notable example is the Aquatics Centre, which would need to be remodelled to increase its spectator capacity.

Further detailed analysis will be required to confirm exactly which venues should be used and, where there are potentially demands on specific venues from more than one sport, the extent to which these could be dealt with through scheduling of the competition or through securing additional venues as support (either in or outside of London).

From the analysis, the sports that at this stage look to be more challenging are set out below, along with suggestions of potential alternative venues outside of London:

Aquatics (water polo): the Aquatics Centre would be able to host water polo; however, given the demands from other aquatics disciplines, the main challenge is one of scheduling, as was the case in 2012 when a temporary venue was provided on an adjacent site to host water polo. If a second venue is needed, potential options would include the **Sandwell Aquatics Centre** (used for the 2022 Commonwealth Games) or the **Tollcross International Swimming Centre** (used for the 2014 Commonwealth Games).

Basketball/Wheelchair Basketball: in 2012, a temporary basketball arena was created to host the preliminary round games. This land has since been converted into residential flats and is therefore not viable to be used again. The O2 arena was used for the finals. However, due to demand for the O2 for other events, scheduling

would not allow the venue to be used. Another venue would be needed. Options include **Utilita Arena Birmingham** (hosting the British Basketball Finals 2023) or the **M&S Bank Arena Liverpool** (large enough capacity and brings events to Liverpool).

Equestrian Sports: in 2012, Greenwich Park hosted all equestrian events in temporary arenas. The availability of the venue would need to be confirmed with the Royal Parks.

Rowing and Canoe-Kayak: in 2012, Eton Dorney was used to hosted the rowing events. The issue would be securing the use of Eton Dorney from Eton College for use in both events. If a second venue is needed, potential options include **Strathclyde Country Park** (hosts the British Rowing Championships every 4 years) or **Holme Pierrepont Country Park** (does not have the recommended width; however, it exceeds the 130m minimum set by World Rowing).

Surfing: it is uncertain as to whether a suitable location close to the UK coast could be found for the surfing competition. If no suitable location can be found, a similar approach to the 2024 Games in Paris (where the surfing will take place in Tahiti) may be required.

It should also be noted that there are several ‘new’ sports (e.g. 3v3 basketball, speed climbing, skateboarding and breaking) for which there is no 2012 precedent and venues/spaces will need to be identified. However, based on 2024 and 2028, these sports are likely to be in temporary venues and should not pose a significant challenge.

Finally, it is also important to note the wider changes that have taken place on the QEOP since 2012. This means there is now significantly less space available for temporary or support venues.

This is discussed further in Part 2.

Training venues

As part of the hosting requirements for the Olympic and Paralympic Games, the LOC is required to provide venues for athletes to train at. They are referred to as the ‘Games-Time Training Venues’ and should not be confused with pre-Games training camps, which are the responsibility of the individual NOCs. In the past, it has been the requirement that, as far as possible, these venues should be located within 30 minutes of the Olympic Park.

In 2012, London took the approach of investing in local community, club and school facilities and a programme was set up to manage it.

Expressions of interest were sought from interested parties, followed by a shortlisting and identification process. Once venues had been confirmed (and the sport they would cater for), there was a process of analysis to determine the required permanent and temporary upgrades, the programme and strategy for delivery and a funding agreement between the venue owner and the Olympic Delivery Authority.

Overall, around £25 million was invested in facilities through this programme, leaving a lasting community legacy in east London.

The 2012 Games-Time Training Venues are summarised in Table 5 below and shown in Figure 1 overleaf.

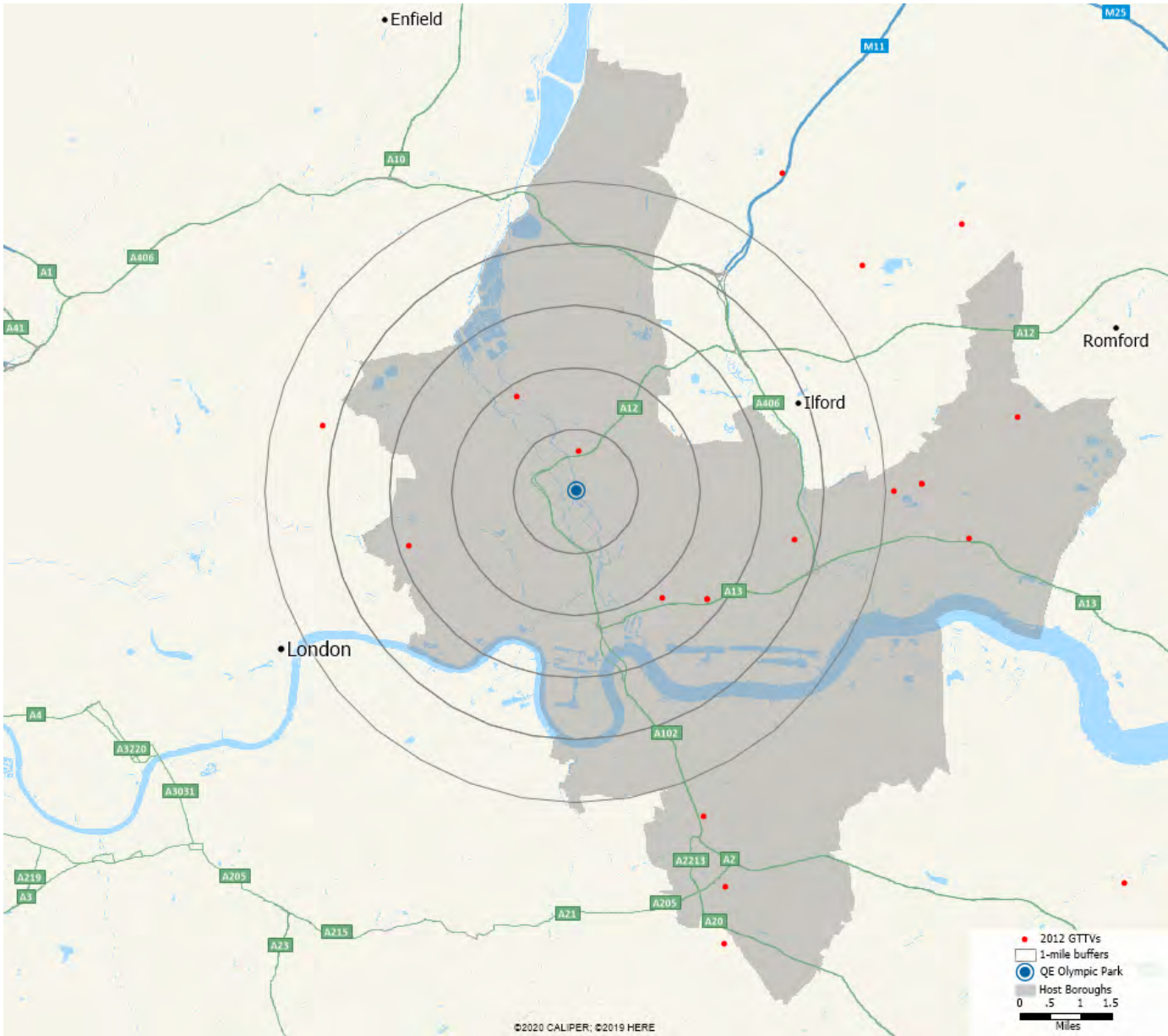
TABLE 5: 2012 GAMES-TIME TRAINING VENUES

Site	Sport	Borough
Lee Valley Hockey & Tennis Centre	Aquatics (swimming)	LB Waltham Forest
Beacontree Heath Leisure Centre	Aquatics (water polo)	LB Barking & Dagenham
Mayesbrook Park Athletics Track	Athletics	LB Barking & Dagenham
Newham Athletics Track	Athletics	LB Newham
Redbridge Sports and Leisure Centre	Badminton	LB Redbridge
Barking Abbey School	Basketball	LB Barking & Dagenham
Hackney Community College	Basketball	LB Hackney
Temporary Basketball (Lee Valley)	Basketball	LB Waltham Forest
Goresbrook Leisure Centre	Boxing	LB Barking & Dagenham
Redbridge Cycling Centre	Cycling	LB Redbridge
Greenwich Academy	Gymnastics	LB Greenwich
Mayesbrook Park Handball	Handball	LB Barking & Dagenham
Old Loughtonians’ Hockey Club	Hockey	Epping Forest
Brentwood School	Modern Pentathlon	Brentwood
Langdon School	Taekwondo	LB Newham
Newham Sports Complex	Taekwondo	LB Newham
Europa Gym Club	Volleyball	LB Bexley
Rokeby School	Volleyball	LB Newham
Sobell Centre	Volleyball	LB Islington

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FIGURE 1: 2012 GAMES-TIME TRAINING VENUES



The grey area represents the six Olympic and Paralympic host boroughs.
The grey circles represent the 1-, 2-, 3-, 4- and 5-mile radii from the Queen Elizabeth Olympic Park.
The red dots are the Games-Time Training Venues.

In addition, there were seven other sites across the UK, which served the Olympic football programme. These were:

- Eltham College (LB Bromley)
- Long Lane Junior Football Club (LB Greenwich)
- Manchester Grammar School (Manchester)
- Newcastle University

Partington Sports Centre (Manchester)
Strathclyde University (Glasgow), and
Warwick University.

For a future Olympic and Paralympic Games in London, it is very probably that the LOC will be required to deliver a Games-Time Training Venue programme once again. The success of the 2012 programme and the tangible

and lasting legacy it left for community facilities mean that a similar approach should be considered for any future Olympic and Paralympic Games.

Non-competition (support) venues

Non-competition venues form the third element of facility considerations for a future Olympic and Paralympic Games in London. In this category, there are three main venues that must be considered:

- The Athletes' Village
- The International Broadcast Centre, and
- The Main Press Centre.

Table 6 below summarises the main requirements for each, and the venues that were used in 2012. It also provides a commentary on the key issues that would need to be considered as part of the planning for a future Olympic and Paralympic Games in London.

TABLE 6: NON-COMPETITION (SUPPORT) VENUES SUMMARY

Details	Venue used in 2012	Commentary
Olympic Village		
Accommodation must be provided for 16,000 athletes and coaches (Olympics) and 8,000 athletes and coaches, including 1,900 wheelchair users (Paralympics) Maximum of two people per room Accommodation must be available for 14 nights prior to the opening ceremony, the 17-night period of the games and then 2 nights following the closing ceremony Location must be within 50km or 60 minutes' drive of the athletes' competition venues.	Dedicated athletes' village built on Queen Elizabeth Olympic Park	2012 village converted to private flats following the games Would not be available in future Alternative solutions would need to consider both new build, but also existing hotels and university accommodation and consider location of competition venues.
International Broadcast Centre		
Gross area of approximately 75,000m ² , with a net space of at least 55,000m ² Fully clean and conveniently shaped for internal fit-out of broadcast facilities Compound satellite farm to be provided adjacent to main IBC and with unobstructed access to satellite horizon Minimum size of 6,000m ² .	London Olympics Media Centre built on Queen Elizabeth Olympic Park	Converted to other uses following the games and not available A large existing venue or site for a new venue would need to be identified in close proximity to the main cluster on competition venues.
Main Press Centre		
Should be an existing exhibition centre-type facility or large building-shell With prior approval by the IOC, it can also be a multi-site, temporary and demountable solution Must provide 30,000m ² of usable space, with a further 1,000m ² in or alongside the building for use as a logistics compound.	London Olympics Media Centre built on Queen Elizabeth Olympic Park	Converted to other uses following the games and not available Ideally an existing facility would be identified and temporarily converted Consideration would need to be given as to whether it should be combined with the IBC as in 2012.

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PART 2: QEOP ASSESSMENT*

Introduction

Given that it is home to an international athletics stadium, aquatics centre and velodrome, it is inevitable that the QEOP will play a significant role in a future London Olympic and Paralympic Games. Therefore, it is also important that it is clearly understood at the outset that it is a very different place from when London hosted the Olympic and Paralympic Games in 2012. In simple terms, beyond the venues, Westfield and the transport hubs, at that time very little of the land had been developed. Many of these undeveloped areas were used to accommodate temporary venues and the back-of-house functions that are essential to the operation of any major or mega sporting event. For 2012, these areas included the following:

- Broadcast compounds
- Security clearance
- Food and beverage outlets and other spectator services, and
- Holding area for the Olympic and Paralympic ceremonies (main stadium).

Many of the areas that accommodated these functions have now (as of 2022) been built on as part of the long-term masterplan for the QEOP. Other areas that have not yet been developed also form part of the masterplan and will not be available by 2036/40. The implication of this is that, while QEOP still hosts several key sporting venues, such as the stadium and Aquatics Centre, the feasibility of holding a significant number of different sports there concurrently could be significantly more challenging than in 2012.

In addition, unlike in 2012, QEOP now has a significant permanent resident population. The need to minimise the impact on them would have to be a key consideration of a future, more detailed feasibility study.

This was demonstrated during the 2022 Commonwealth Games, when the cycling events were hosted at QEOP's VeloPark. The necessary closure of roads around the venue caused significant disruption to the residents in that area of QEOP and it had to be carefully and sensitively planned.

It should also be noted that while QEOP is managed by LLDC, around 40% of the land area is owned by Lee Valley Regional Park Authority (including the sites of the VeloPark and Hockey and Tennis Centre). Therefore, LVRPA would be a vital partner to any future Olympic and Paralympic bid and **should be involved** from an early stage of the planning process.

In summary, while QEOP still has a number of the venues that, at first glance, would be obvious candidates to host events at a future Olympic and Paralympic Games, the landscape there has changed significantly in the intervening years and the practicalities of hosting there will be significantly more challenging than in 2012.

Mapping the changes at QEOP

To illustrate what has changed at QEOP since 2012 (and future likely changes), two aerial photos from Google Earth have been created.

The first photo (upper right) shows QEOP in June 2012, around six weeks prior to the commencement of the Olympic Games and with all the venues in place.

The second photo (lower right) shows the same aerial view but with the parcels of land that are now (or will be by 2036/40) unavailable shaded. The colour coding is as follows:

Red: these are now residential area and are unavailable. Included in this is the significant area at the top of the map that was the location of the athletes' village

Green: areas that housed temporary venues or support facilities in 2012 and that are no longer available due to development

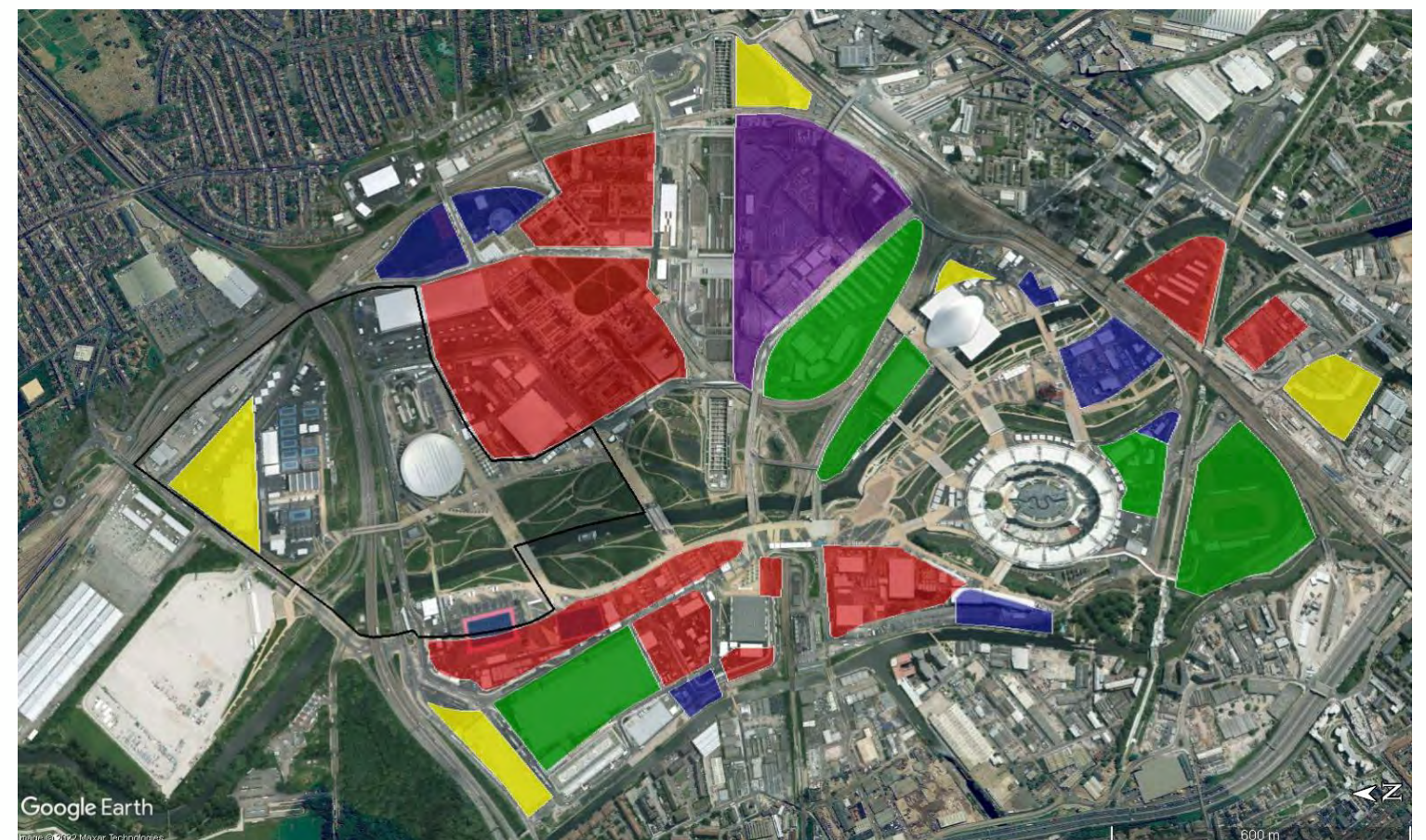
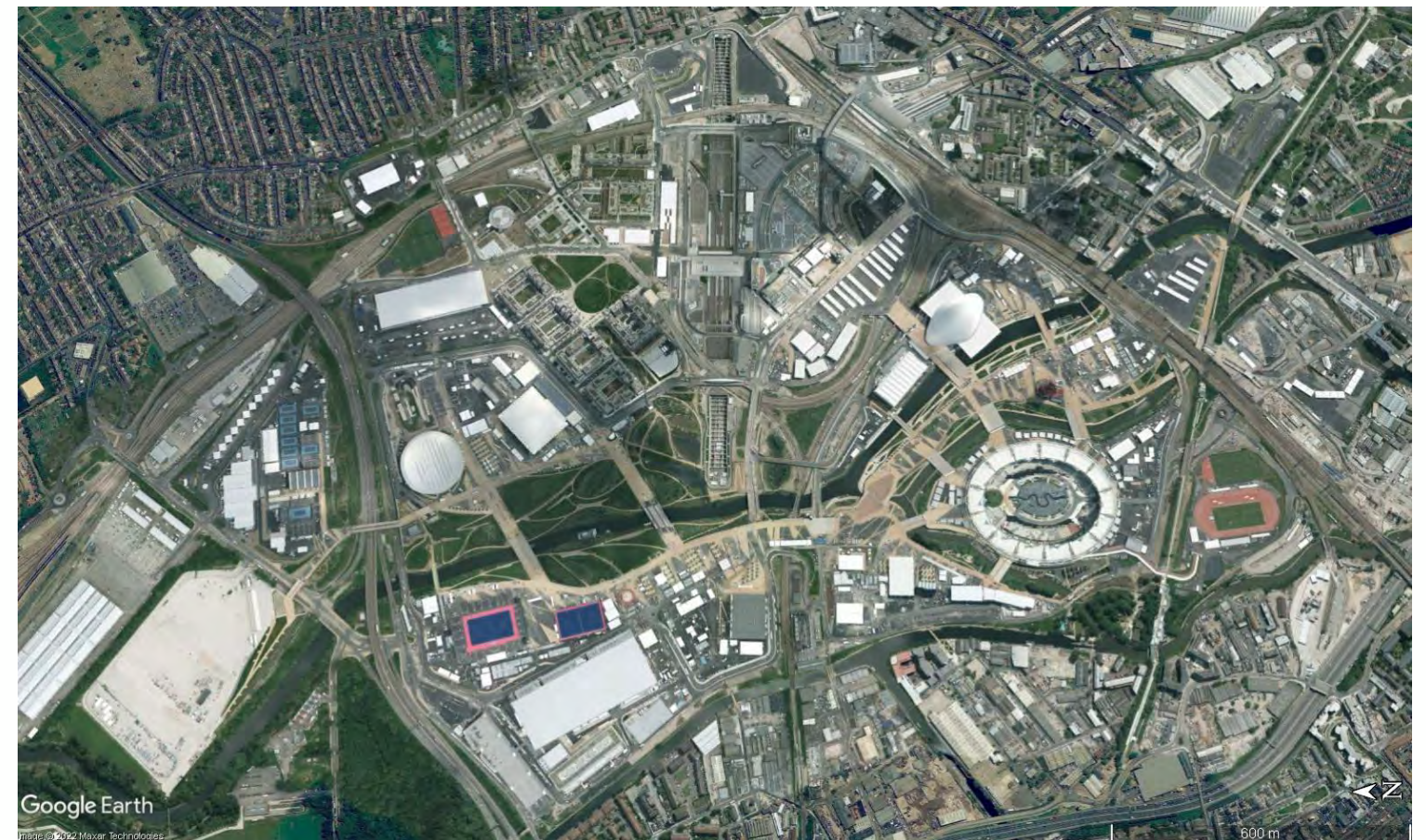
Blue: areas that housed temporary venues or support facilities in 2012 and that are no longer available due to development for educational purposes

Yellow: areas that have not yet been developed but **may** be developed (and hence unavailable) as part of the QEOP masterplan by 2036/40

Purple: Westfield Stratford City

Black Line: shows the land owned by LVRPA.

What the maps clearly show is the extent of the development of QEOP since 2012. and, therefore, the need for further detailed analysis of the feasibility of using QEOP venues for a future Olympic and Paralympic Games.



INCOME AND EXPENDITURE ANALYSIS

INTRODUCTION

This section will build on the hosting requirements set out in section 3 and presents a high-level analysis of income and expenditure associated with an Olympic and Paralympic Games. Given that London is at a very early stage in the process and none of the specifics of the event (e.g., venues to be used) have been agreed, data from recent and forthcoming Olympic and Paralympic Games has been presented.

Income and expenditure will be considered separately; however, both were based on the following underlying assumptions :

The figures presented are based on publicly available data for the countries in question

The figures have been presented in pounds

The figures have all been inflated from their base year to 2022 prices using inflation data from www.worlddata.info.

Income

The income analysis is based on budgets published by the next two Olympic and Paralympic hosts, i.e., Paris in 2024 and Los Angeles in 2028. The summary is set out in Table 7 and shows the following:

The two main sources of revenue for the LOC are domestic sponsorship and ticketing & hospitality. For Paris and Los Angeles, these will account for around 60%-65% of total revenue

The next biggest income category is the IOC contribution (which comes from their broadcasting revenue – see Section 2), which accounts for 21% of the Paris budget and 13% of the Los Angeles budget

Other revenues, which include public sector funding, account for just under 10% of revenue in both cases. Hence, public money – be it from central or local government – still forms an important element in the overall funding mix of the Olympic and Paralympic Games.

Expenditure

The expenditure analysis is based on budgets published by the next two Olympic and Paralympic hosts, as well as the final budget for London in 2012 and for Tokyo in 2021. The summary is set out in Table 8 and shows the following:

The overall costs for hosting the Olympic and Paralympic games appear to be reducing significantly, in line with the IOC's *Agenda 2020*

The budgeted costs for Los Angeles are around half that of London* and Tokyo*, and Paris is even lower

Venues and games operation account for the largest part of the budget (at around 70% in total)

Other costs would appear to be split fairly evenly between transport, security, marketing and a general cost category

The contingency accounts for around 9%-11% of the total budget.

TABLE 7: OLYMPIC AND PARALYMPIC GAMES REVENUE SUMMARY*

	2024 Paris Budget (2022 equiv) £		2028 Los Angeles Budget (2022 equiv) £	
IOC Contribution	775,000,000	21%	727,000,000	13%
The Olympic Partner Programme	411,000,000	11%	515,000,000	9%
Domestic Sponsorship	1,020,000,000	28%	2,037,000,000	37%
Ticket Revenue	1,084,000,000	29%	1,561,000,000	28%
Licensing	118,000,000	3%	247,000,000	4%
Other Revenue	294,000,000	8%	484,000,000	9%
TOTAL	3,702,000,000		5,571,000,000	

TABLE 8: OLYMPIC AND PARALYMPIC GAMES EXPENDITURE SUMMARY*

	2012 London Budget (2022 equiv) £		2021 Tokyo Outturn (2022 equiv) £		2024 Paris Budget (2022 equiv) £		2028 Los Angeles Budget (2022 equiv) £	
Venues	8,895,000,000	80%	6,074,000,000	60%	656,000,000	18%	1,184,000,000	21%
Games operation	1,030,000,000	9%	1,778,000,000	18%	1,805,000,000	49%	2,914,000,000	52%
Transport			444,000,000		174,000,000			
Security	543,000,000	5%	519,000,000	5%	189,000,000	5%		
Marketing	43,000,000	0%	889,000,000	9%	214,000,000	6%	321,000,000	6%
Other costs	16,000,000	0%	444,000,000	4%	227,000,000	6%	653,000,000	12%
Contingency	573,000,000	5%		0%	406,000,000	11%	498,000,000	9%
TOTAL	11,100,000,000		10,148,000,000		3,671,000,000		5,570,000,000	



6. ALIGNMENT WITH OBJECTIVES AND STRATEGIES

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OLYMPIC AND PARALYMPIC ALIGNMENT

HOW DO THE MAYORAL AND UK OBJECTIVES ALIGN TO AGENDA 2020+5?

Introduction

Hosting the Olympic and Paralympic Games constitutes a host city entering into a unique partnership with the Olympic Movement as a whole. It involves fostering its three core values – excellence, respect and friendship – and furthering its societal mission of promoting sport, culture and education with a view to building a better world.

As previously discussed, the IOC and IPC recently put forward a new strategic roadmap, Agenda 2020+5. Building on the achievements of the previous agenda which ended in 2020, it consists of 15 recommendations as a collaborative initiative involving all constituents and stakeholders of the Olympic Movement, guiding its activity up to 2025.

Many of the recommendations set out in the Olympic Agenda 2020+5 overlap – to a certain extent – with the goals and objectives of both London city government and the UK national government.

Consultation with the Mayor of London's team

In light of the missions outlined in the Mayor of London's 2021 Election Manifesto and the public statements to the press made in July 2022, we consulted senior members of the Mayor's team to understand which policy areas he believes the Games could support.

The Mayor's interest in the Games is based on three key areas:

- 1. Supporting London's recovery after the pandemic:** Major events are viewed as an effective way of stimulating the economy, a major pillar of the manifesto. This includes job creation in the years leading up to the Games and economic and long-term tourism impact generated by visitors.
- 2. Repositioning London as the sporting capital of the world:** London has built a reputation of being an attractive host city for rights holders. However, the growing competition from new emerging economies for rights and the state-of-the-art

venues being developed by direct competitor cities such as Paris means that London must continue to evolve

3. Creating positive social and environmental change: The Mayor believes hosting the Games can help push forward the legacy from London 2012. The IOC is aiming for the Games to be net positive by 2030, which aligns well with the Mayor's objectives for a greener London.

This chapter will examine the extent to which a bid for the Olympic and Paralympic Games would align with these city and national aims.

Our approach

We have analysed the following documents:

Mayor of London Sadiq Khan's 2021 Election Manifesto

Sports for All of Us, and

UK Levelling Up Agenda.

An overview of the objectives within the Mayor's Manifesto, Sports for All of Us and Levelling Up documents can be found in Appendix 3.

Based on the information set out in these three documents, we have created a scoping framework to visually map the alignment between Mayoral and wider UK agendas and objectives and the 15 recommendations of Olympic Agenda 2020+5

This exercise has enabled us to highlight where the Olympic and Paralympic Games could support, directly contribute to and even accelerate Mayoral and UK plans and programmes.



MAYORAL AND WIDER UK OBJECTIVES

THE MAYOR'S MANIFESTO

The Mayor's Manifesto outlines an unprecedented citywide recovery programme under a board of representatives from the public sector called The London Recovery Board. The Recovery Board has nine missions to overcome:

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- Highstreets for all
- Building strong communities
- Digital access for all
- A green new deal
- A robust safety net
- A new deal for young people
- Healthy place and weight
- Helping Londoners into good work
- Mental health and wellbeing

SPORTS FOR ALL OF US

The Sports for All of Us document outlines the Mayor's commitment to harnessing the power of sport to help Londoners of every background to live truly connected lives where differences and diversity are celebrated. The Sports for All of Us document states that sporting events should sit alongside key alignments with other strategies and policies:



- Economic development strategy
- Environment strategy
- Health inequalities strategy
- London plan
- Transport strategy
- Equality, diversity and inclusion strategy (EDI)
- Night-time economy
- Skills strategy
- Sustainability (events)

LEVELLING UP AGENDA

The UK's Levelling Up agenda for wider UK objectives sets out the next stages to level up the UK by focusing on evidence-based demonstrations of factors needed to transform and boost local growth. The aim of levelling up is for strong innovation and to boost local growth through:



- Improved employment, transport, digital connectivity and public investment
- Better skills, health and well-being
- Greater access to culture, stronger pride in place and enhanced living standards
- Empower local leaders and communities

OLYMPIC AGENDA 2020+5: 15 RECOMMENDATIONS



The broad intention of the IOC's 15 recommendations is to secure greater solidarity, further digitalisation, increase sustainability, strengthen credibility and reinforce the focus on the role of sport in society.

Of the 15 agenda items, we have identified **seven** that we believe have **strong alignment** to London and wider UK objectives, as highlighted in orange below and explored in more detail on the following pages.

- 1

Strengthen the uniqueness and the universality of the Olympic Games
- 2

Foster sustainable Olympic Games
- 3

Reinforce athletes' rights and responsibilities
- 4

Continue to attract best athletes
- 5

Further strengthen safe sport and the protection of clean athletes
- 6

Enhance and promote the road to the Olympic Games
- 7

Coordinate the harmonisation of the sports calendar
- 8

Grow digital engagement with people
- 9

Encourage the development of virtual sports and further engage with video gaming communities
- 10

Strengthen the role of sport as an important enabler for the UN sustainable development goals
- 11

Strengthen the support to refugees and populations affected by displacement
- 12

Reach out beyond the Olympic community
- 13

Continue to lead by example in corporate citizenship
- 14

Strengthen the Olympic movement through good governance
- 15

Innovate revenue generation models

ALIGNMENT OF KEY RECOMMENDATIONS TO MAYORAL AND UK OBJECTIVES

2 Foster sustainable Olympic Games

The Olympic Games has a duty to remain at the forefront of sustainability by maximising positive social, environmental and economic impacts. The Olympic Agenda aspires to make sustainability mainstream in all aspects of the Olympic Movement, and to foster the delivery of lasting benefits to the host communities prior to and after the Olympic Games. This will allow the host, in partnership with the IOC and IPC, to deliver a climate positive major sporting event.

The IOC and IPC aim to achieve a climate-positive Olympic and Paralympic Games by 2030 through developing strategies to address the impact of Climate Change on future events. This strongly aligns with Mayoral and wider-UK objectives as there is an opportunity for the Games to be used as an opportunity to showcase a sustainable and climate positive major event. This could enable the successful delivery of mayoral objectives such as cleaner air and greener spaces, in addition to the wider-UK objectives of inspiring local leaders on how they could reimagine their urban spaces and ensuring the city is zero carbon by 2050. The Mayor has already publicly expressed his desire to deliver the greenest Olympic and Paralympic games.

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- Green new deal
- Environment strategy
- Sustainability (events)

Greater access to culture, stronger pride in place and enhanced living standards
Pride in place

5 Further strengthen safe sport and the protection of clean athletes

The IOC is committed to developing programmes that ensure every athlete can compete in a safe sporting environment – one that is fair, equitable and free from all forms of harassment and abuse. These include initiatives promoting the physical and mental health benefits of sport, strengthening safe sport across the Olympic Movement to protect the physical and mental well-being of athletes and expand on current efforts to protect clean athletes.

The IOC and IPC aim to do this through promoting a positive approach to health and well-being. This aligns with the Mayor's objective of inspiring a wide variety of audiences through the development and delivery of activities that focus on keeping athletes clean and Londoners healthy. Additionally, the Games could assist in achieving wider-UK objectives by promoting healthy physical and mental well-being through role models in the form of Olympic athletes.

The Olympic and Paralympic Games can act as a focal point for accelerating the agenda of physical and mental health, including targeted programmes aimed at young people, low-income Londoners and families, endorsed by the Olympic Movement. This would foster a new partnership between Olympic athletes and well-being champions to deliver the message and drive attention. The key to this is creating new opportunities for people to engage with each other, build skills, create new networks and take part in local community level activities.



- A new deal for young people
- Healthy place and weight
- Mental health and well-being
- Economic development strategy
- Health inequalities
- Night-time economy

Better skills, health and well-being
Health and well-being

ALIGNMENT OF KEY RECOMMENDATIONS TO MAYORAL AND UK OBJECTIVES

8 Grow digital engagement with people

In a world where connectivity continues to grow, the IOC and IPC recognise the need to reflect on the acceleration of digitalisation observed throughout society and address the impacts of COVID-19 by removing the digital divide between communities. The agenda sees the use of digital and social media channels to further grow engagement during and between the Olympic Games as a powerful tool to engage with their audience and people that reinforces and promotes Olympic values.

The Olympic Agenda proposes building a single people-centric digital platform (Olympics.com) and using the platform to deliver digital content and communication to people. This agenda works in harmony with wider UK objectives creating a potential catalyst to providing 4G or 5G coverage for the majority of the population in preparation for delivering the Games. Moreover, the agenda could endorse digital literacy through promoting the Olympic Games online to provide every Londoner with the opportunity to learn basic digital skills in preparation for Olympic Games-related content.



MAYOR OF LONDON

 Digital access for all



 Improved employment, transport, digital connectivity and public investment
Digital connectivity

9 Encourage the development of virtual sports and further engage with video gaming communities

Accelerated by the COVID-19 pandemic, the gaming industry has continued to grow, specifically in virtual sport or esports. Several international federations have leveraged the virtual forms of their respective sports to engage with a younger demographic. The Olympic agenda sees this as an opportunity to leverage the growing popularity of virtual sport to promote the Olympic Movement, Olympic values, sports participation and grow direct relations with the next generation of sports fans.

The Olympic Agenda aims to educate people on digital technology and provide more opportunities for digital accessibility through the Olympic Movement. Additionally, the Olympic Movement hopes to create unique products and experiences through virtual forms of sport to grow direct engagement. This aligns with Mayoral objectives, providing opportunities to every Londoner for better digital accessibility by educating Londoners through digital Olympic products. The agenda also aligns with wider UK objectives by providing a catalyst for wider 4G and 5G coverage around the UK in order to reach a wide audience to use the digital Olympic products.



 Digital access for all

 Improved employment, transport, digital connectivity and public investment
Digital connectivity

ALIGNMENT OF KEY RECOMMENDATIONS TO MAYORAL AND UK OBJECTIVES

10

Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals

Having analysed the global context, including the IOC’s role in the development of sport sectors, the IOC’s approach considers the imbalances caused by COVID-19 on physical and mental health, equality and inclusion, renewed solidarity between people and organisations, and generations of people making economic recovery. To make this work, the IOC will build on existing relationships with UN agencies to influence global social policy change and resource allocation and initiate social development through sport. For this agenda to be successful the IOC highlights the need for cooperation and will action this by enhancing relationships with the IPC on social development programmes. The 17 Sustainable Development Goals can be seen below.



MAYOR OF LONDON



-
- Highstreets for all**
Aligned to UN goal 10
- Building strong communities**
Aligned to UN goal 4, 5 and 10
- A green new deal**
Aligned to UN goal 6, 7, 11, 12, 13, 14 and 15
- A robust safety net**
Aligned to UN goal 4, 5 and 10
- Healthy place and weight**
Aligned to UN goal 3
- Helping Londoners into good work**
Aligned to UN goal 4
- Mental health and well-being**
Aligned to UN goal 3
- Economic development strategy**
Aligned to UN goal 1, 2, 4
- Environment strategy**
Aligned to UN goal 6, 7, 11, 12, 13, 14 and 15
- Health inequalities strategy**
Aligned to UN goal 3
- Transport strategy**
Aligned to UN goal 10, 11
- Night-time economy**
Aligned to UN goal 3
- Skills strategy**
Aligned to UN goal 4
- Sustainability (events)**
Aligned to UN goal 6, 7, 11, 12, 13, 14 and 15

- Greater access to culture, stronger pride in place and enhanced living standards**
Living standards
Pride in place
Aligned to UN goal 1, 2, 6, 7, 11, 12, 13, 14 and 15
- Better skills, health and well-being**
Skills
Health
Well-being
Aligned to UN goal 3 and 4

ALIGNMENT OF KEY RECOMMENDATIONS TO MAYORAL AND UK OBJECTIVES

12

Reach out beyond the Olympic community

Through the previous Olympic agenda (Olympic 2020 Agenda) strong partnerships, both institutional and commercial have now been created. This has been accompanied by massive digital investment which sees the IOC and IPC with enough capacity to reach out further beyond the Olympic community. This means engaging with additional groups from different demographics, geographies and interests to foster a dialogue through culture and education.

The Olympic agenda intends to engage and interact with diverse social groups focusing on cultural, scientific and value-based communities. This highlights a very broad agenda with a focus on reaching out to as many new communities as possible to build new relationships and provide new opportunities. This clearly aligns with a variety of Mayoral objectives by providing opportunities to become involved in sport for health and well-being, social integration, stronger communities and providing opportunities for young people.

This agenda could work in partnership with the Mayor’s objective of building strong community networks and allowing all Londoners to access a community hub. Through reaching out to new communities to promote the Games, the Olympic movement could also signpost community-based spaces within London for all to use. Additionally, this agenda would reach new communities targeted to meet specific Mayoral objectives such as London’s families and children to promote positive mental and physical health initiatives such as social prescribing sport, active living and healthy eating. For more specific target communities, this agenda could align by reaching out to communities that are not a priority of the IOC such as the night-time economy to promote healthy food and drink and encouraging physical activity for travel through a full range of options. Lastly, the IOC could partner with community organisations, the grassroots sport sector, London Sport and other strategic partners to reach out to new communities to ensure diversity, inclusion and social inclusion in sport.



MAYOR OF LONDON



-  Digital access for all
-  Building strong communities
-  Healthy place and weight
-  Health inequalities strategy
-  Transport strategy
-  Equality, diversity and inclusion strategy (EDI)
- 

ALIGNMENT OF KEY RECOMMENDATIONS TO MAYORAL AND UK OBJECTIVES

13

Continue to lead by example in corporate citizenship

The IOC and IPC remain committed to strengthening aspects of sustainability, gender equality and human rights that fall within its remit. As awareness and understanding increase, it is crucial that the IOC and IPC continue to inspire and assist Olympic Movement stakeholders in integrating sustainability in their own organisations and operations. Alongside sustainability, gender equality has been put forward to fulfil a vision of building a peaceful and better world throughout sport. Building on different measures adopted over the years, the IOC and IPC will continue to embed a more systematic and comprehensive human rights due diligence in its operations so as to reduce and mitigate risks of negative impacts on people.

This agenda is broad in its aim, ranging from leading in sustainability, inspiring and developing sustainable sports worldwide, fostering gender equality and inclusion, and strengthening the human rights approach. This aligns with a wide variety of Mayoral and wider UK objectives to use the Olympics as a way of showing positive corporate citizenship.

The agenda’s aim of gender equality could work in unison with the Mayor’s objective of providing access to community hubs to build strong communities by providing equal opportunities for all genders. Additionally this aspect of the agenda could work in partnership with the EDI strategy in order to promote gender equality as an exemplar of a progressive human rights approach to ensure all are included in new sports programmes and strategies.

The sustainability element of this agenda strongly aligns with the Mayor’s objectives of improving air quality, increasing the size of the green economy by 2030 and developing London as an example of a global city making concerted efforts by promoting a climate positive Games which could include ensuring that London’s transport network is managed effectively to achieve this. The UK’s objective of creating pride in place across the UK aligns with this agenda as it can empower local leaders to take ownership over urban and green spaces to promote sustainability through care, responsibility and respect for sporting facilities and the local community.



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-  Building strong communities
-  A green new deal
-  Environment strategy
-  Transport strategy
-  Equality, diversity and inclusion (EDI)
-  Sustainability (events)





Greater access to culture, stronger pride in place and enhanced living standards
Pride in place

SUMMARY OF ALIGNMENT

EVALUATING THE OPPORTUNITY FOR THE GLA

Being able to effectively communicate the potential benefits and alignment of bidding for and delivering an Olympic and Paralympic Games to the objectives already set out by the Mayor, will create a compelling narrative to the UK government and general public. Having analysed each of the core vision documents for the GLA, there is clear overlap between the IOC and IPC agenda and what the Mayor has set out to achieve. The table below summarises the key areas of similarity.

Olympic Agenda 2020+5 Recommendation		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Mayoral Objectives																
 Highstreets for all																
 Building strong communities																
 Digital access for all																
 A green new deal																
 A robust safety net																
 A new deal for young people																
 Healthy place and weight																
 Helping Londoners into good work																
 Mental health and well-being																
 Economic development strategy																
 Environment strategy																
 Health inequalities strategy																
 London plan																
 Transport strategy																
 Equality, diversity and inclusion strategy (EDI)																
 Night-time economy																
 Skills strategy																
 Sustainability (events)																

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BENEFITS ANALYSIS

OVERVIEW

Introduction

Mega events, particularly the Olympic and Paralympic Games, deliver many benefits to the host city and host nation. Many cities bid for the Games because of the impact that hosting can have on an economy, its local communities and its international reputation.

As part of this initial feasibility scoping exercise, we have conducted a high-level review of the following potential benefits that hosting an Olympic and Paralympic Games could bring to London:

- Economic Impact
- Community Legacy Impact, and
- International Reach and Reputational Impact.

Our approach

We analysed various post-event impact reports from renowned economic research units.

We conducted desktop research on the positive impacts of Olympic and Paralympic Games, from Barcelona 1992 up to Tokyo 2020, focusing on the more recent Games.

We also looked at forecasted impacts for Paris 2024 and LA 2028 where appropriate.

Please note the benefits below and on the subsequent pages in this chapter do not represent an exhaustive list – London as a future host city could also enjoy other areas of benefit, which may be evaluated in future phases of feasibility assessment.



ECONOMIC IMPACT

SIGNIFICANT IMMEDIATE AND LONGER-TERM BENEFITS

Positive economic impact

The Summer Olympic and Paralympic Games are generally considered to be the biggest sporting event on the planet across multiple key metrics, with 11 million tickets sold in London 2012 across both events compared to circa 3 million for the FIFA World Cup.

Its sheer size and scale mean that the event drives very significant, positive economic impact. This can be viewed in terms of new money entering the economy from overseas visitors, new opportunities for international trade and investment, national government investment in infrastructure and operational delivery, increasing employment and stimulating strategic industries – especially tourism.

 London 2012-related benefits estimated to total **£28.41bn of net GVA** (Gross Value Added) by Oxford Economics.

 Brazil's Institute for Applied Economic Research concluded that without Rio 2016, the city's GDP would have been **7.5%** lower from 2012 to 2015.

 Projected **\$10.7bn in economic benefits** for the French capital to be generated by Paris 2024, according a University of Limoges study.

 UC Riverside forecasts Los Angeles could receive a boost of as much as **\$11.2bn**.

Tourist receipts

A proportion of the direct economic impact of hosting the Olympic and Paralympic Games is driven by the large proportion of the non-local domestic and overseas visitors, whose spend on accommodation, food, drink and local travel contribute significantly to the domestic economy. This economic benefit is seen as 'short-term' in the sense that it is an immediate 'boost' of the local economy. It should be noted that tourism generated by hosting the Olympics may be moderated by a displacement effect, with tourists that would normally travel during the Games period crowded out.

 IPS survey data from London 2012 indicates that the net additional visitor expenditure (excluding ticket price) accounted for **£589m of new money** entering the economy in direct economic impact, of which **£235m** was generated by overseas visitors.

 **698,000 Games-related visits** to the UK by overseas visitors were generated by London 2012. On average, each visitor spent over **£1500 per trip**, although the average stay was 8 nights as opposed to a normal tourist's 9 nights (based on data from the same period in August 2011).

 For Rio de Janeiro, there was **\$6.2bn of revenue generated** in tourism nationally in 2016, representing an **increase of 6.2%** on 2015.

Employment

The Olympics and Paralympic Games have consistently generated a significant number of new job opportunities for host cities and nations – both in terms of full-time and transitory (temporary) employment. These are particularly valuable in the preparation and build up to the Games itself, impacting almost every industry from construction to tourism, retail and administrative roles.

 London 2012 generated **110,000 jobs** in the six boroughs surrounding Queen Elizabeth Olympic Park in the five years after the Games. The Park, its venues and its innovation district are on course to create another **40,000 jobs** by 2025.

 Oxford Economics estimated that 'retail' was set to experience the largest labour market benefits from London 2012, with up to **156,000 jobs created or supported**. The 'professional, scientific and technical' sector, a key export and growth sector for the UK, was also expected to experience significant benefits, creating or supporting up to **118,000 jobs**.

 Brazil's Social Policy Centre at the Getulio Vargas Foundation concluded job creation accounted for **82% of Rio's local economic growth**.

 UC Riverside's study projects LA 2028 will create more than **74,000 full-time jobs**.

Investment and trade

The Olympic and Paralympic Games have also been used as a platform for attracting international investment and maximising opportunities for trade and exports by domestic businesses to the rest of the world.

The preparation and staging of the Games can help to increase the profile and expertise of local industries, including construction, events management, hospitality, logistics, creative industries and the entertainment sector, bringing new trade links and increasing investment into the host economy over the following years.

 In 2012, the UK Government set a four-year ambition to secure **£11bn of trade**, which was met within 14 months and was last reported to be in excess of **£14.2bn**. This included £4.7bn of inward investment, £1.5bn of Olympic-related high-value opportunities won by UK companies, and £5.9bn of additional export sales from Olympic-related promotional activity.

 London 2012 capitalised on the opportunities for UK businesses, and improvements were made in procurement processes to help **reduce barriers to entry** for UK SMEs to get access to and win Olympic-related contracts.

 A survey conducted by The Economist Intelligence Unit (2012) of 815 business executives in China, Brazil and the UK found opinion is divided on the extent of the business impact of hosting the Games. An overwhelming majority of Chinese and Brazilian executives believed **benefits would outweigh hosting costs**, whereas less than half of UK executives agreed.

 A study published by Economic Journal looks at Olympic bidding and its relationship with exports and concluded that bidders – whether winners or losers – experience an increase in national trade of about **20%**. Bids can be used as a policy signal to **indicate 'openness' and shift international perceptions**.



COMMUNITY IMPACT

ENHANCED INFRASTRUCTURE AND STRONGER, MORE SKILLED COMMUNITIES

New urban environments

Hosting the Games has been used as a catalyst for sustainable urban and environmental regeneration. The mass influx of out-of-town ticketholders and participating athletes requires more efficient public transport, greater accommodation capacity and suitable venues – at a minimum for the Games window. However, more successful hosts have treated the required capital investment costs as a way of maximising the Games’ potential to leave a positive ‘legacy’ for the local communities, who can benefit from improved connectivity, more pleasant places to live and better community sporting infrastructure.

It is important to note that often these development projects will have already been planned by the host city, independent of hosting the Games or not. However, in most cases, the Games have accelerated their implementation, especially in those cases where Games-related infrastructure align with and have been integrated into existing, longer-term city planning.

 Barcelona 1992 exemplifies successful **integration** of Games development plans into the **long-term existing city regeneration strategies** – including new road systems and intra-city rail.

 The redevelopment of East London saw the regeneration of a large brown-field site, including six new permanent venues, **100 hectares of green space**, the transformation of former Olympic Villages into **new residential space for 10,000** people, and the new Westfield shopping centre.

 Rio’s **light rail network was expanded** and **four new rapid transit bus routes** are now in operation. Access to high-quality transportation grew from 18% of population in 2009 to **63%** in 2016.

Volunteering

The Organising Committees of the Olympic and Paralympic Games have consistently operated the largest volunteer programme of any sporting event in the world. With opportunities for people from all walks of society to get involved in a range of different roles, the programme and the training that comes with it helps build key ‘soft’ skills (teamwork, problem solving) and ‘hard’ skills in the more technical volunteer positions. These volunteers typically continue to volunteer beyond the Games, providing a legacy for the community.

 **70,000 Games Makers**, of which **35,000 continue to volunteer** in their communities.

 ‘Changing Places’ initiative engaged locals to deliver over **40,000 volunteer hours** and **extend the regeneration** into neighbouring communities.

 **40,000 volunteers** from 156 countries and all 27 Brazilian states.

 Paris 2024: Aiming to recruit c.**45,000 volunteers**.

Representation of disability

The Paralympic Games specifically can play a role in challenging perceptions of disability, tackling stigma, inspiring uptake of sport among disabled people and increasing mobility access within the host city.

 Research by Lancaster University showed that, comparing UK press before and after the Games, there is now an **increased use of preferred ways of referring to disabled people**, while the use of dis-preferred ways has declined. Games reporting also represented differently abled people as **leading a more active part of society** than before.



‘I’mPossible’ Paralympic education programme was distributed to 36,000 Japanese primary and secondary schools, promoting values of inclusivity for the next generation.



Paris is creating **15 accessible pilot districts** around the Olympic and Paralympic sites – **enhancing access to public spaces**, hotels, shops and sport services, as well as **enhanced transport systems** for different **mobility needs**.

Skills, training & access to employment

The obvious job opportunities in Games planning, delivery and legacy implementation not only boost local employment specifically but can also be leveraged to target underrepresented groups in the host city.



IOC reported a **40% growth in local employment**. **64,000** Londoners received **employability support** through the LEST programme (2007 to 2011). GLA Olympic Jobs Evaluation estimated **61-76,000 jobs were created directly or indirectly related to the Games**, many of whom had been out of work for some considerable amount of time.



The ODA’s Equality and Diversity Forum had the objective of **ensuring people from underrepresented groups benefitted from jobs available**. While not all targets were met, LOCOG itself was broadly successful: Women 46% (target 46-54%); LGBT 5% (target 5-7%); Disabled people 9% (target 3-6%); BAME 40% (target 18-29%).



Young apprentices received training in sports and event management, and were given first job opportunities at the Games. Some **1,450 young professionals were offered training** in technology, which led to jobs with OBS.



At-risk women in poor communities were trained in design, quality control and basic managerial skills. Members of nine **underprivileged communities were given free training** by domestic partner Cisco to work as technology network professionals.

Happier and healthier communities

Hosting the Games is generally considered to be a tool for inspiring uptake in exercise and physical participation. While studies have struggled to measure how far this is true – and how the Games can do this on a greater scale than other events – the Games can align with existing government sports strategies to help accelerate sport programmes and funding. Investment in grassroots facilities directly linked to the Games increases access to these opportunities for locals.

It has been estimated that the health complications caused by inactivity imposes economic costs to the EU-28 of over EUR 80bn a year, costs which could be avoided if all Europeans achieved just 20 mins a day of simple exercise such as walking. Thus, a more active population helps reduce public spending on health care.

Less ‘tangible’ social benefits that the Games can bring – such as social cohesion, civic pride, improved mental wellbeing and high ‘national mood’ – are likely to be extensive but are difficult to measure consistently.



400,000 citizens participated in grassroots sport from 2012-15 through the MoL Sport Legacy Programme. However, participation did not reach the government’s goal. Evidence is inconclusive as results depend on timeframe and methodology. Certain studies show participation general population participation peaking around the Games and dropping slightly from 2014, but not to below levels before programme implementation.



A survey of 1,000 young people who had engaged in Games-related activities found a **large proportion felt more engaged with their community** as a result.



Ariake Urban Sports Park, originally intended as a temporary facility, will become a community-use centre. Local government is making concerted efforts to encourage participation through its ‘Tokyo Sports Legacy Vision’ initiative. **Sports participation among Tokyo citizens** has increased from 39% in 2007 to **69%** in 2021.

INTERNATIONAL REACH AND REPUTATIONAL BENEFIT

EXTENSIVE EXPOSURE CREATING A PLATFORM FOR STRATEGIC DEVELOPMENT

Broadcast and media reach

The Olympic and Paralympic Games has the highest viewership figures of any sporting event globally. On average, the Games has reached 3.4bn people from approx. 200 countries around the world in each of the last seven editions.

This reach has been driven by the largely free-to-air coverage across major markets globally, as well as the long event window.

The Games' expanded coverage, thanks to the transformation of the way sport is consumed digitally since 2012, has helped extend the reach, with extensive highlights, OTT viewing and social media coverage making the Games more and more accessible to all.

 **5.6k hours** of footage produced by Olympic Broadcasting Services (OBS). **500 TV channels** globally across **220 territories** around the world. **99k hours** of broadcasting in total – almost 11 years of broadcasting. **47%** of the coverage **free-to-air**. **17%** of TV coverage **prime-time viewing**.

 **3.6bn broadcast reach**. Average minute of prime-time coverage was viewed by **197.9m people**.

 **106m requests** for **video streams** throughout the Games, surpassing previous high of 32m for Beijing 2008 and 38m for 2010 FIFA World Cup.

 **3 in every 4 people** surveyed globally said they **followed Tokyo 2020** (according to a study by Publicis, August 2021).

 Over **3bn unique viewers** across linear TV and digital platforms. Digital generated **28bn views** in total, representing a **139% increase** compared to Rio 2016, and making this **the most watched Games ever** on official Olympic platforms.

 Broadcast and digital reach for London 2012 was strong in London and UK's key strategic international markets, often setting new viewership records:

 Approx. **85% of the population** watched the Games on TV.

 **48.5m viewers** on ARD and ZDF, approx. 68% of the population.

 **219m viewers** on NBC Universal's networks, making this the **most-watched television event** in American history.

 **31.9m viewers**, or **95% of the population**.

 **1.18bn viewers**, with the Opening Ceremony (shown in the early morning) attracting 108m Chinese viewers.

 **325m viewers**, 43% of those with access to a television.

 Free-to-air coverage was watched by **86m viewers**, 73% of the potential audience.

Media value and national brand

One of the major benefits for a host city of staging of a major or mega event is the significant 'media value' it receives, boosting awareness and understanding of the host's national and/or city brand internationally.

Media value is generated by exposure of the host city in 'post-card' shots in broadcast, and the appearance of the host name and brand (e.g. 'London 2012') incorporated into signage visible at venues and in broadcast, and references in the written press and social media.

Although robust methodologies do exist for calculating

media value in monetary terms (i.e. what would have to have been spent to achieve similar amounts of exposure in traditional marketing), few studies exist for the Games themselves, given the size of the event and the sheer scale of exposure for the host across the event. However, this is expected to be in the hundreds of millions of dollars.

 Between pre-Games and post-Games surveys conducted by the Nation Brands Index (NBI, a measure of the international image of countries, or the 'power of the brand', based on a number of criteria), Britain **moved up one place** to be ranked 4th out of 50 countries. As nation brands tend to be very stable and no dramatic changes are ever expected, even a small change is regarded as a positive effect.

Enhancing tourism reputation

The influx of visitors into the host city brings with it a significant short term 'boost' to the tourist industry, as explained earlier in this chapter. Providing exceptional visitor experience during the Games has helped to convince visitors to return in the future.

However, the international exposure of the host city throughout the event can also be leveraged as a vehicle to market the city's wider tourist offering. Integration of the platform the Games provides into existing city international marketing campaigns can accelerate these ambitions for the tourism sector.

 Visit Britain's NBI research showed **63%** of those who saw coverage of Britain hosting the Games agreed it had **increased their interest in visiting for a holiday** – and that this was notably higher in emerging markets including BRICs (Brazil, Russia, India China, some of the UK and London's key target overseas markets).

 **98%** of departing overseas visitors during the period July to September 2012 said they would be

likely to recommend a holiday in Britain to friends and family.

 Regarding the positive impact on the perceptions of domestic tourists, **63%** thought London was a **better place to visit** than before 2012 Games. **53%** said they were now **more likely to visit London** on a leisure trip (33% 'much more likely', 20% 'a little more likely').

Showcasing innovation and best-practice delivery

Successful delivery of the Games can also act as an opportunity to build the host city's reputation as a world class event host through innovative, environmentally-sustainable approaches to venue construction and operational delivery. This can benefit the host city in terms of its 'brand positioning'.



Paris 2024 has placed sustainability at the heart of its project – aiming to be the **first Games aligned with the Paris Agreement** and the **first mega sporting event to positively impact the climate**. It will more than halve the emissions of each of London 2012 and Rio 2016 by carbon offsetting and using green energy. Initiatives include using 100% bio-based materials, 100% green energy, 100% sustainable food sources, 100% clean transportation, and the generation of 26 hectares of new biodiversity – positioning Paris (and France) as a **world leader in environmental sustainability**.

 The success of London 2012 **showcased the UK as a market-leader in best-practice event delivery**. The reputation that the Games helped build for UK companies has led to national suppliers securing valuable contracts on other mega events in subsequent years. As an example, in 2018, the UK Department for International Trade reported British companies had secured £940M in Qatar World Cup-related exports and was aiming for a further £500M before the tournament.

STAKEHOLDER SENTIMENT

UK Sport and DCMS

We spoke to senior representatives of DCMS and UK Sport in a joint consultation to understand their sentiment towards a potential future bid involving London and any existing work they are conducting in this area.

DCMS has commissioned UK Sport to produce a similar high-level initial feasibility on the UK hosting the Olympic and Paralympic Games within the Levelling Up White Paper. The UK Sport study is running on a different timescale to this GLA-focused study, and will focus first and foremost on establishing whether the UK Government should explore a bid (London or otherwise) and which year to target.

This commissioning of the UK Sport study demonstrates **the UK Government's clear interest and intention in exploring the possibility of a future UK bid** for the Games, which is a positive for London.

However, the key learning from the consultation was that the **UK Government is not currently in a position to support any London bid or otherwise, until the UK Sport study is finalised.**

The fact that the UK Sport study was commissioned by the UK Government in the Levelling Up White Paper points towards a desire to align with the policy of spreading benefit around the country (i.e., outside of London and the South East) and will likely influence national government decision making regarding which city (or cities) would be involved in a potential bid.

The GLA study is interesting to DCMS and UK Sport to the extent that it helps to inform the UK Sport study. However, DCMS and UK Sport stressed that the UK Sport report will be a centralised study, involving the BOA and BPA as key stakeholders – and, at the right moment, various UK cities including London.

The key risks identified by DCMS to exploring a bid included the fact that the government will be focused on the immediate priorities of the 'cost of living' crisis, and the need for long-term, strategic commitment from a stable central government. The former will likely have a negative impact on public opinion of a bid and the levels of investment required.

BOA and BPA

As mentioned earlier in this report, the BOA and BPA (as the National Olympic Committees) are expected to initiate and lead any formal dialogue with the IOC/IPC.

Given their involvement with the UK Sport study, we have not been able to engage with the BOA and BPA. The GLA remain keen to engage with both bodies.

A critical next step to any further exploration of a potential future bid involving London will be to work with both parties.

LLDC and Lee Valley

As outlined in Section 4, the venues on the Queen Elizabeth Olympic Park (QEOP) will inevitably be important to a future London bid. As such, both LLDC and LVRPA will be key stakeholders. Based on initial discussion with them as part of this project, they are supportive of a future London bid.

It should be noted that, while QEOP as a whole is managed by LLDC, around 40% of the land area is owned by LVRPA. Therefore, it is important to bring them, along with LLDC, into planning at an early stage.

London & Partners

L&P is very supportive of any potential future bid as it would align with their long-term growth strategy for tourism, economic development and urban modernisation. It believes London would be in an excellent position to host from an infrastructure perspective, having already built on this since 2012. L&P echoed the findings of our venue analysis that there would be challenges to QEOP staging the Games again in its entirety (citing the now-repurposed Athletes' Village as a risk) but that, if a multi-city option was indeed explored, London would still play the central role, given its ability to accommodate for mega events.

L&P suggested 2036 would be challenging as its agenda focuses on sustainability, which could slip if London were to deliver a Games so soon. L&P would prefer a 2040 bid as it would provide a generational difference and be hosted in a very different space as London continues to develop its infrastructure.



9. PUBLIC EXPRESSIONS OF INTEREST BY OTHER CITIES

Identification of other potential bidders

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Analysis of other public expressions of interest

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OTHER PUBLIC EXPRESSIONS OF INTEREST IN HOSTING THE 2036 OR 2040 GAMES

MARKET ANALYSIS OF CONFIRMED OR RUMOURED INTEREST

Analysing other public interest in hosting the 2036 or 2040 edition of the Games will help GLA make an informed decision as to whether they would like to further explore a potential bid with the BOA and BPA.

Understanding what the bidding landscape looks like is critical to any bidding decision – to help each bidder understand their chances of success and assess whether public money should be spent on a bidding process.

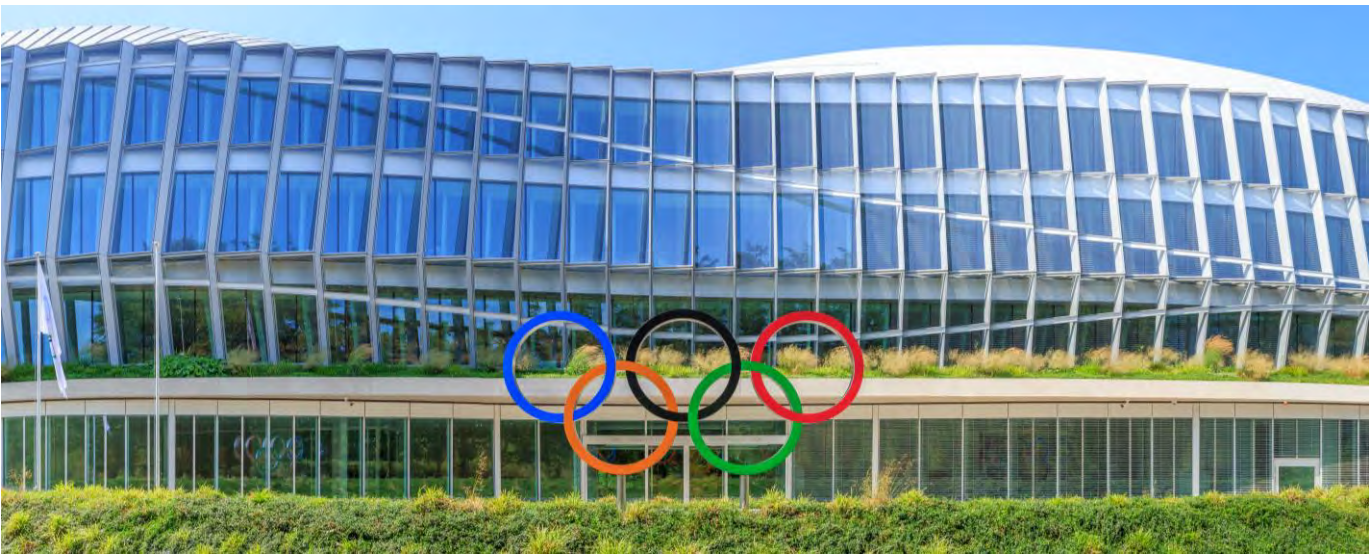
Additionally, being fully aware of the potential challenges that may face a London or UK bid at this early stage will allow the GLA to proactively mitigate risks and form responses to potential challenges from the IOC and IPC.

We have conducted a broad desktop research exercise to identify documented interest in a potential bid for 2036 or 2040 and have continued to monitor key news outlets throughout the preparation of this report to ensure we are capturing the most up-to-date and relevant information.

In addition to desktop research, we have also spoken to various city and agency contacts through The Sports Consultancy's presence in the major event market, to gather additional views on potential future bidders.

Following the unexpected announcement of Brisbane as the 2032 host, several candidates have rolled bids over to the 2036 edition, alongside multiple other candidates that have since indicated interest. As a result, at this stage there is a wide range of potential candidates representing a high level of competition, although how serious each bid is will be established in the coming years.

As of October 2022, the IOC has confirmed they are in discussions with 10 countries at very different stages of development, although it is unclear how many of these are for Summer versus Winter Games, and the specific nations in question have not been announced. We have identified a longlist of countries/cities that have publicly indicated an interest in the 2036 or 2040 Olympic and Paralympic Games, and have picked six countries to analyse further.



Country	City	Status
 India	Ahmedabad, Gujarat	City, state, national government and NOC exploring a bid – feasibility underway Engaged with IOC – visit planned for 2025
 Germany	Berlin / Munich / Rhine-Ruhr TBC	German NOC confirmed a bid is being considered – city (or cities) not chosen
 China	12 cities – Shanghai, Nanjing, Wuhan, Chengdu, Suzhou, Xi'an, Guangzhou, Shenzhen, Xiamen, Zhengzhou, Jinan, Dalian	Limited information available, although Chengdu-Chongqing were preparing a 2032 bid
 Turkey	Istanbul, others	Announced intention to bid in 2021 Executive Board created to prepare bid – likely to involve multiple secondary cities
 Indonesia	Nusantara	New capital city under construction with state-of-the-art sports facilities President has asked the NOC to explore a bid and they are in dialogue with the IOC
 South Korea	Seoul / Busan	Head of NOC confirmed a bid is being considered, and Mayor of Seoul has met with Thomas Bach
 Mexico	Mexico City / Guadalajara / Monterrey	Started exploring potential bid with IOC discussions in mid-2022. Foreign ministry and NOC formally confirmed bid in October 2022
 Italy	Turin / Tuscany	Turin City Council motion passed to explore feasibility in mid-2022
 Denmark	Copenhagen	City councillor has suggested exploring a small-scale Games concept
 Canada	Montreal & Toronto	Canadian Olympic Committee has started preparations
 Egypt	TBC	Government approved intention to bid during Thomas Bach visit in September 2022
 Qatar	Doha	2032 bid planned, indication of continued interest
 UAE	Dubai / TBC	Some indications that a future UAE bid is planned
 Russia	St Petersburg / Kazan / Rostov-on-Don / Sochi / Vladivostok	Indications of planned bid in 2021 but unlikely given current political climate and restrictions

INDIA

WHAT ARE THE OPPORTUNITIES AND POTENTIAL RISKS OF AN INDIA BID?

Opportunities



City, state and central government are engaged, along with NOC

Largest stadium in the world recently completed in Ahmedabad – 132,000 capacity Narendra Modi Stadium. Feasibility study carried out on other facilities required – major sports complex under development will provide most venues with established legacy not dependent on Olympics

India is hosting the 2023 IOC Session (in Mumbai), presenting an opportunity to showcase hosting capability and to meet senior stakeholders

India is projected to be the world's most populous country and 2nd/3rd largest economy by 2036

Potential for the IOC to expand the Olympics' presence in India and the region

NOC has launched a major scheme to improve Indian athletes' performances in Olympic sports, which should help to grow interest domestically

Potential risks

India has never hosted an Olympic Games. Largest multi-sport event previously hosted (Delhi 2010 Commonwealth Games) associated with preparation and organisational issues

Majority of facilities are currently planned or under construction – potential for development issues

Weather in traditional timeslot could be a concern – 32°C average high in August, and rainy season is June-September

Current confusion within Indian Olympic Association over leadership and constitution, with government considering appointing administrators and the IOC threatening to suspend the body – potential to disrupt bid preparations and reduce trust in the organisation

Commonly known as the world's largest democracy, but recent legislation changes including control over the media are putting this at risk according to Chatham House. Ranked 87th in the Human Freedom Index rankings

India represents a major global market where the IOC would be very interested in increasing its presence, with significant potential to grow interest among the projected 1.5BN+ population by 2036. Hosting the Games in India would help the IOC to achieve this, although problems surrounding previous major events and current issues within the Indian Olympic Association may provide concern. Feasibility studies are ongoing, but it appears that significant new infrastructure is required to enable Gujarat to host the Games. However, much of this is planned regardless of a successful bid, suggesting legacy is not a concern, and the recently-opened Narendra Modi Stadium demonstrates the region's ability to deliver major infrastructure projects.



GERMANY

WHAT ARE THE OPPORTUNITIES AND POTENTIAL RISKS OF A GERMANY BID?

Opportunities



Strong hosting experience, including recent Munich 2022 European Games

Major market for the IOC and for sport in general that has not hosted the Games since 1972

2036 would be the 100th anniversary of 1936, representing an opportunity to demonstrate the change that has occurred during that time

NOC confirmed they are investigating a bid in mid-2022 (for both 2034 and 2036), and the new federal government have indicated their support

Use of many of the 1972 Games venues in the Munich 2022 European Games has demonstrated Germany's ability to drive a long-term legacy through hosting

Major western democracy with good political stability and human rights record

Typically temperate climate during typical Games window, despite recent heatwaves across Europe

Thomas Bach is likely to support a Germany bid, and will still hold influence over the 2036 decision despite his Presidency ending

Potential risks

No city decided, with Berlin, Munich and Rhine-Ruhr (and potentially others) all options. Unclear how interested each city/region is or whether a multi-city bid is feasible, or how a decision between cities would be made

Unclear how much existing infrastructure could be used and how much development/upgrades are required

Recent history of bids ended by referendums (Hamburg 2024 and Munich 2022), although each was a closely run vote, and Agenda 2020 reforms may help to address some of the voter concerns

Likely that any bid will need to pass a referendum due to local laws (TBC depending on specific location)

Current energy crisis has the potential to create a significant recession in Germany, which may limit interest and ability to spend on an Olympics bid

Potential for an IOC preference to avoid any references to the 1936 Games by not awarding the 2036 edition to Germany

Germany is arguably the most similar competitor to London, as a major western nation with clearly-stated intentions to explore a bid. Germany has not hosted the Games since 1972, which may make it more attractive to the IOC compared to London which has hosted more recently. Support from the current IOC President may provide further influence among decision-makers, even though Thomas Bach's period in office will have ended before the 2036 Games are awarded. At this stage, the exact proposals and city(ies) are unclear, including how much infrastructure development would be required, and the recent history of referendum defeats may make it difficult for the NOC to bring a full bid to fruition.



CHINA

WHAT ARE THE OPPORTUNITIES AND POTENTIAL RISKS OF A CHINA BID?

Opportunities



Multi-city concept could align well with Agenda 2020 and mean limited infrastructure development is required

Demonstrable hosting experience from 2008 and 2022 Games, showing proven infrastructure development and logistical ability even through the challenges of Covid-19

One of the top-performing nations at the Olympics, with top-three finishes in the medals table at each of the Summer Games since 2008 and improving Winter Games performance

Significant market for the IOC, with strong public interest in the Games and the location of two current TOP partners – Alibaba and Mengniu Dairy

Major growing world economy – likely to be the world's largest economy by 2036

Likely to be strong public support for hosting a further Olympic Games

Potential risks

Unclear which city or cities are proposed to host and what the current status of planning is

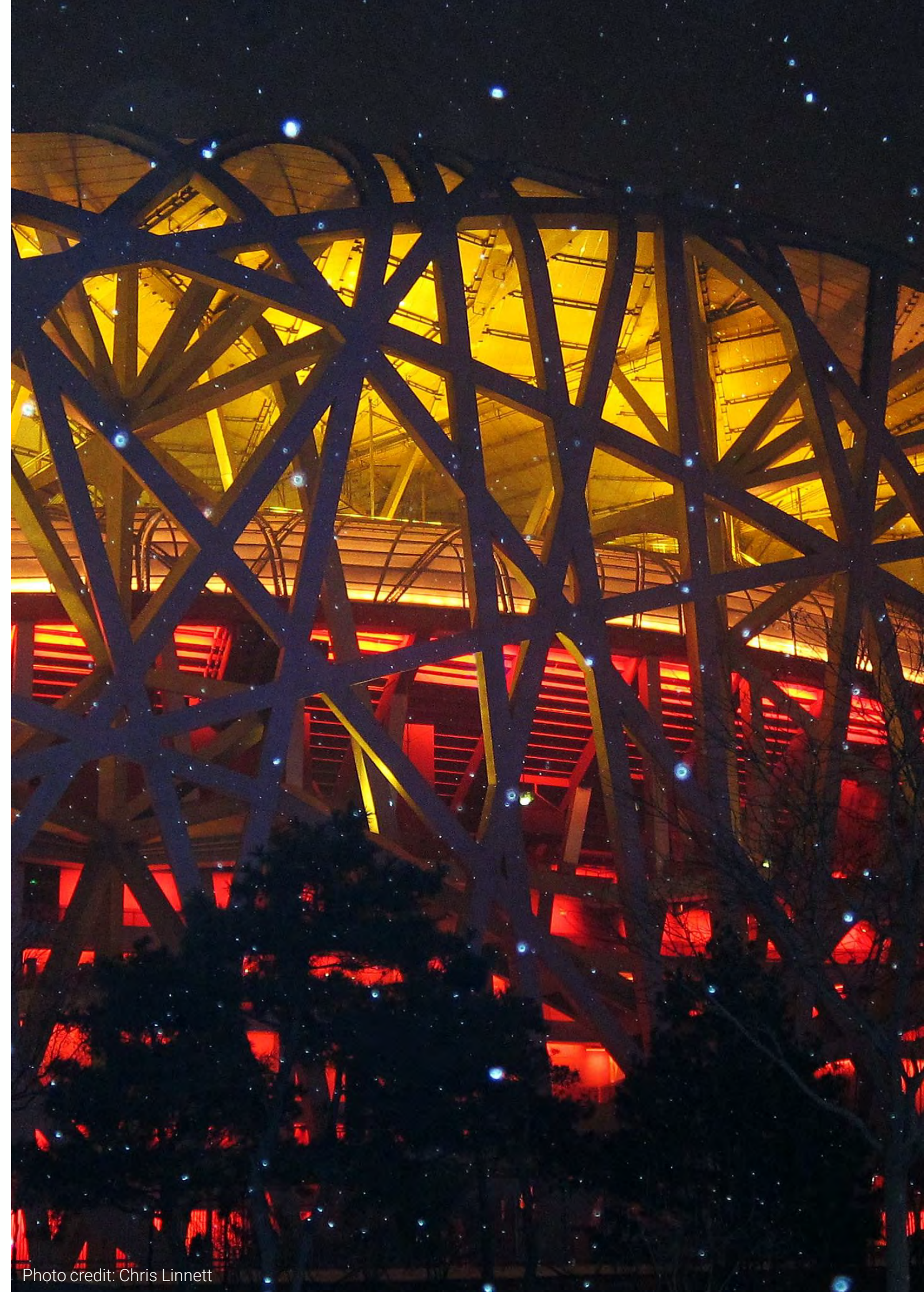
Large geographical spread of cities proposed could result in complex logistics

Strict Covid-19 lockdowns have meant very limited major international events have been hosted in recent years, and events continue to be delayed or cancelled

Increasing international pressure around China's human rights record, with protests against Beijing 2022 and a recently-released United Nations report on the Xinjiang province. Ranked 141st in the Human Freedom Index rankings

Hosted in Summer Games in 2008 and Winter Games in 2022 – so may not be a priority for the IOC to return so soon.

China is a major force in world sport, hosting a wide range of major global events in recent years, including both Summer and Winter Olympics. China's population and economy will make any bid very appealing to the IOC from a financial and developmental perspective, and there is limited risk around delivery given previous successes, but the details of any bid are unclear at this stage. The impact of the increasing global concern around the country's human rights issues on the IOC's decision making is also unclear.



TURKEY

WHAT ARE THE OPPORTUNITIES AND POTENTIAL RISKS OF A TURKEY BID?

Opportunities



The Mayor of Istanbul has announced a bid for the 2036 Games, and an Executive Board has already been established to prepare the bid

Significant bidding experience accumulated through bids for previous editions of the Games (Summer and Winter)

Multi-city concept could result in the majority of venues being pre-existing (e.g. Olympic-standard velodrome in Konya has recently been opened), limiting the amount of new infrastructure development and delivering a clear legacy, although precise concept is not yet finalised

Turkey's location on the border of Europe and Asia provides good access to both established and developing IOC markets which could increase commercial appeal

Potential risks

Significant number of previous unsuccessful bids (2000, 2004, 2008, 2012, 2020 Summer Games, 2026 Winter Games), although changing IOC priorities (including Agenda 2020) may mean these failures are less relevant for future processes

Turkey is not typically a top-performing nation in the medal tables, although increasing number of Turkish athletes attending the Games in recent editions

Not the most politically stable country according World Bank rankings, following a coup attempt in 2016

Several economic issues have hit the country recently, including an exchange rate crisis in 2018 and the impact of the Russian invasion of Ukraine, Turkey having close economic ties to both countries

Ranked 95th in the Human Freedom Index rankings representing increasing limits on human rights and freedom of expression

Turkey's series of unsuccessful bids does not suggest that they have been able to produce a compelling bid in the recent past, and it is not clear how plans have changed to address IOC concerns. However, Agenda 2020 developments may help in terms of infrastructure, presenting greater opportunity to spread events outside of Istanbul, and bid preparations appear to be well under way. Economic and political issues are likely to create barriers, along with concerns around human rights and freedom.



INDONESIA

WHAT ARE THE OPPORTUNITIES AND POTENTIAL RISKS OF AN INDONESIA BID?

Opportunities



The Indonesian President has asked the NOC to explore a bid, and there are indications they have started a dialogue with the IOC

Indonesia hosted the 2018 Asian Games (in Jakarta-Palembang), demonstrating mega event hosting capability

New capital city, Nusantara, being proposed as host city, which is currently under construction but includes state-of-the-art sporting facilities in its plans

The Olympic Games have never been held in South East Asia, meaning this could be an opportunity for the IOC to expand its presence in the region

Indonesia is one of the world's most populous countries (currently 4th highest), making it a potentially valuable market for the IOC commercially

The country is also the largest economy in South East Asia and one of the top-20 largest globally

Potential risks

The proposed host city and all infrastructure is either in planning or under construction, meaning that the bid could be exposed to any delays or changes

Indonesia has not previously hosted an Olympic Games or an event on a similar scale (although the Asian Games has a similar number of athletes)

The country is very susceptible to the impact of climate change, especially rising sea levels (with Jakarta's specific susceptibility being one of the reasons a new capital city is being built) – it is unclear how this could affect the nation's economy and priorities in the coming decades

Ranked 81st in the Human Freedom Index rankings

Indonesia is likely to represent an attractive market in a new region for the IOC, helping to grow sport and commercial incomes in the country and wider region, and there is clear political support to host the event. However, the new city concept carries more risk than other potential bids, and it is unclear how well the creation of all new venues would align with IOC priorities. Increasing climate change impacts may also create issues for the country.



SOUTH KOREA

WHAT ARE THE OPPORTUNITIES AND POTENTIAL RISKS OF A SOUTH KOREA BID?

Opportunities



The head of the Korean Sport and Olympic Committee has confirmed the country is exploring a bid, with Seoul and Busan as host city options. The Mayor of Seoul has met with Thomas Bach to demonstrate the city's intent

The country hosted the Winter Games successfully in 2018, and hosted the 1988 Summer Games, as well as other major sporting events

No city has been confirmed, but there is likely to be some existing infrastructure able to be used

South Korea has one of the largest economies in Asia, and is a leader in the technology industry

Relatively strong human rights record, with South Korea ranked 38th on the Human Freedom Index in 2021

Potential risks

It is early stages in planning, with no confirmed city candidate, meaning infrastructure requirements are not clear yet

There are significant tensions with North Korea, with regular spikes in hostilities, which may cause the IOC to have concerns around the security risks despite previous events being delivered safely

Public opinion around potentially hosting the Games is unclear. There may be a requirement for formal dialogue or a referendum, with a current bid to host the Asian Games criticised for a lack of public dialogue

Having hosted the 2018 Winter Games, the IOC may view the 2036 Summer Games as too soon to return to the same nation and prefer to stage the Games elsewhere

The IOC is likely to view South Korea as a relatively safe hosting option in a valuable market and region, with clear evidence of previous successful events, and fewer international concerns around issues such as human rights compared to regional competitors. Despite this, the bid is at an early stage and it is unclear what a proposed Games concept will look like and how much infrastructure development will be required. There is also significant potential for regional conflict to raise IOC concerns.



POTENTIAL RISKS

CONSIDERATIONS FOR LONDON

We have identified and documented key considerations and potential risks for feasibility, bid and delivery of an Olympic and Paralympic Games in London.

#	Category	Risk to feasibility	Description	Potential Impact
1	Venues	Availability of 2012 venues and spaces	Venue analysis has revealed many of the 2012 venues and spaces have either been downsized, converted to e.g. residential accommodation, or land has been built on. For example, the development of a new Athletes' Village would be required.	●
2	Venues	Analysis	Venue analysis in this report may become out of date if and when the list of Olympic and Paralympic sports changes as it is likely to between now and bidding / hosting.	●
3	UK Objectives	Levelling Up agenda	Review of the UK Government's levelling up strategy documents has identified a theme of movement of activity outside of London. e.g. "Moving 22,000 civil servants outside of London by 2030". DCMS also commissioned UK Sport to conduct a feasibility assessment of hosting Future Games specifically in the Levelling Up White Paper. It is important to consider the implications of this for a London-focused bid.	●
4	Comms	'Greenest' games	Mayor of London interview included reference to making a future London Olympic and Paralympic Games the greenest games ever. It is important to consider the potential implications on how to deliver a sustainable event and the ability of London to do so.	●
5	IOC Leadership	Agenda 2020+5	The latest IOC agenda runs until 2025 and has been championed by Thomas Bach. Following this, there is likely to be a change in IOC leadership that may take a different approach to IOC relations and the overarching direction of the Games.	●
6	Reputation	International perception of the UK	Brexit has had a negative impact on the UK's reputation, which has impacted many other sectors	●
7	Perception	Public perception of potential bid	Given the current cost of living crisis in the UK it is important to understand and consider what the public perception of government spending on an Olympic and Paralympic bid may be.	●

- Low impact
- Medium impact
- High impact



CONCLUSIONS AND NEXT STEPS

London is in a healthy position to host the Games again in the future, but considerable work will still need to be done

This initial scoping exercise suggests London is in a strong position to bid for and stage a future edition of the Olympic and Paralympic Games.

Due to hosting the Games in 2012, London has **much of the required infrastructure** in place. However, there are a **number of key risks concerning some of the existing venue stock**, particularly relating to developments that have been made or are planned to be made to the Queen Elizabeth Olympic Park. These should not be overlooked and are significant. The strongest concerns are around the aquatics centre and current lack of obvious existing options for athlete accommodation. There is potential for these risks to be mitigated but they will **need to be addressed as a priority in further phases of work** – which has been outlined as a key early next step (see right hand side).

There have been substantial changes in **IOC priorities** since London successfully bid for the 2012 Games (outlined in Agenda 2020 and 2020+5) which have the potential to favour London as a host city. Of most interest to London is the value that the IOC places on a host's ability to **use existing venues** to reduce the overall host budget and reduce the risk of 'white elephants' – creating new venues that are underutilised post event. Due to its wealth of existing venues, London is well placed to deliver a **more environmentally and commercially sustainable event** in line with IOC priorities. Analysis also shows that London would also be viewed as a capable 'safe pair of hands', given its previous event hosting experience.

There are also, however, a **number of other potential risks** with a potential bid – relating to domestic and international perceptions. **Brexit has had a negative impact on the UK's reputation overseas**, which has impacted many other sectors and which could affect how a London bid would be received by the international community. Similarly, given the **cost of living crisis** in the UK, it is important to consider the **potentially negative public reception** that an expression of intent to bid might have in the current climate.

Despite this, there is also a **strong benefits case** for London to stage the Games again. Our assessment indicates that hosting would deliver significant economic, reputational and social benefits for London. The recommendations made by the IOC in Agenda 2020+5 help strengthen these benefits for London and **align closely with the Mayor's objectives** – there is potential for an Olympic and Paralympic Games to accelerate some of these objectives.

Therefore, initial research demonstrates that London has the potential to host the Olympic and Paralympic Games and that it would bring significant benefit.

Based on the findings of this report, London should continue to explore this possibility whilst bearing key points in mind, as set out on the right hand side.



An Olympic and Paralympic Games in 2040 or 2044 may be more appropriate

During ANOC General Assembly in Seoul, the IOC announced that it currently has open dialogue (albeit at different stages of development) with ten different cities around the world. It is currently unclear as to the split between cities' interest in Summer Games versus Winter Games.

In addition, having assessed several international cities who publicly expressed their interest in hosting future editions, it is clear that competition between hosts for 2036 is likely to be significant. The award of the 2032 Games to Brisbane was earlier than anticipated, resulting in a number of countries 'rolling over' their interest to 2036.

Initial (and high level) stakeholder sentiment also suggests that 2040 onwards may be more appropriate – there was a sense that 2036 might be seen as 'too soon'.

This view should be balanced with the fact that, bidding for 2040 or 2044 is likely to be beyond the next mayoral term in London.

Engaging with the BOA and BPA is a critical next step

The GLA has been unable to speak with the BOA or BPA during this initial scoping process. Engaging and working collaboratively with these stakeholders is crucial to progressing with this project. Our understanding is that the GLA shares this enthusiasm to work together with these bodies to explore next steps.

The current UK political climate is complex. Recent leadership changes and an ongoing unstable economy means there is a level of uncertainty concerning government priorities. Furthermore, the Government's Levelling Up agenda raises questions around how the Olympic and Paralympic Games should be hosted in the UK. As the capital city with direct experience that is demonstrably important to the IOC, our research indicates that London should be involved in some capacity to help secure the Games.

Due to the immediate need to engage with the BOA and BPA, it is not possible to recommend a detailed timeline of work at this stage. However, the high-level next steps that should be taken in consideration when progressing with this project are highlighted below:

Recommended next steps and future phases of work (indicative cost implication in brackets where relevant):

- 1 Engage with BOA/BPA
- 2 Continue to engage with UK Sport and DCMS
- 3 Consideration of whether GLA wants to continue based on further financial implications of next phases
- 4 Detailed consultation with venues (approx. £75,000):
 - Determine interest of venue owners
 - High-level, non-technical venue analysis and discussion of what needs to be done to meet requirements
 - Programming and scheduling considerations
 - Identify potential alternative non-London venues
- 5 Technical venue analysis (approx. £250,000 depending on number of venues):
 - Assessment of required temporary overlay versus fundamental physical upgrades
 - Broad cost range
- 6 Full feasibility assessment (approx. an additional £250,000 on top of the technical venue analysis)
- 7 Commence bid: BOA/BPA initiate dialogue with IOC/IPC



APPENDICES

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Appendix 5: Detailed venue analysis	(Accompanying document)

APPENDIX 1: OLYMPIC AGENDA 2020



Number	Recommendation	Notes
1	Shape the bidding process as an invitation	Introduce a new philosophy – IOC to invite potential candidate cities to present an Olympic project that best matches their sports, economic, social and environmental long-term planning needs
2	Evaluate bid cities by assessing key opportunities and risks	The report of the Evaluation Commission to present a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy
3	Reduce the cost of bidding	The IOC assist Candidate Cities and reduce the cost of bidding
4	Include sustainability in all aspects of the Olympic Games	The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games
5	Include sustainability within the Olympic Movement's daily operations	The IOC to embrace sustainability principles in its day-to-day operations and within their own organisation
6	Cooperate closely with other sports event organisers	Cooperate closely with other sports event organisers such as IWGA, IMGA etc.
7	Strengthen relationships with organisations managing sport for people with different abilities	Strengthen relationships with organisations managing sport for people with different abilities
8	Forge relationships with professional leagues	Invest in and forge relationships with professional leagues and structures via the respective International Federations
9	Set a framework for the Olympic programme	Set limits for accreditation: 10,500 athletes 105,000 accredited coaches and athletes' support personnel 310 events
10	Move from a sport-based to an event-based programme	Regular reviews of programme based on events rather than sports with the above restrictions respected. IOC session to decide on the inclusion of any sport (IF) in the programme
11	Foster Gender equality	By achieving 50% female participation in Olympic Games and encourage inclusion of mixed-gender team events
12	Reduce the cost and reinforce the flexibility of Olympic Games management	Establish a transparent management procedure and stakeholders to systematically review the level of services, Games preparation and delivery
13	Maximise synergies with Olympic Movement stakeholders	Maximise synergies with Olympic Movement stakeholders to ensure seamless organisation and reduce costs
14	Strengthen the 6 th Fundamental Principle of Olympism	IOC to include non-discrimination on sexual orientation in the 6 th Fundamental Principle of Olympism
15	Change the philosophy to protecting clean athletes	IOC's ultimate goal is to protect clean athletes
16	Leverage the IOC USD 20 million fund to protect clean athletes	IOC to use its extra USD 20 million "protection of clean athletes" fund: \$10m to develop robust education and awareness programmes \$10m to support projects offering a new scientific approach to anti-doping
17	Honour clean athletes	Honour clean athletes who are awarded an Olympic medal following a doping case
18	Strengthen support to athletes	The IOC will put the athletes' experience at the heart of the Games and further invest in supporting athletes on and off the field
19	Launch an Olympic Channel	IOC to launch an Olympic Channel
20	Enter into strategic partnerships	IOC to open up to cooperation and network with competent and internationally recognised organisations and NGOs to increase the impact of its programmes

APPENDIX 1: OLYMPIC AGENDA 2020



Number	Recommendation	Notes
21	Strengthen IOC advocacy capacity	IOC to advocate to intergovernmental organisations and agencies and to encourage and assist NOCs in their advocacy efforts
22	Spread Olympic values-based education	IOC to strengthen its partnership with UNESCO and devise an electronic platform to share Olympic values-based education programmes. The IOC will also identify and support initiatives that help spread Olympic values
23	Engage with communities	Create virtual hub for athletes and volunteer and engage with the general public and with youth
24	Evaluate the Sport for Hope programme	IOC to evaluate the success and impacts of the programme and develop a sustainable operating model for the existing Sport for Hope centres
25	Review Youth Olympic Games positioning	The IOC to review with stakeholders the positioning of the Youth Olympic Games
26	Further blend sport and culture	Further strengthen the blending of sport and culture at the Olympic Games and in-between
27	Comply with basic principles of good governance	All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement ("PGG")
28	Support autonomy	The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country
29	Increase transparency	Further increase transparency by sharing the IOC's financial statements and producing an annual activity and financial report
30	Strengthen the IOC Ethics Commission independence	The Chair and the members of the IOC Ethics Commission to be elected by the IOC Session
31	Ensure compliance	The IOC to establish within the administration a position of a compliance officer
32	Strengthen ethics	The IOC Ethics Commission to review the Code of Ethics and its Rules of Procedure to be fully aligned with the Olympic Agenda 2020 drive for more transparency, good governance and accountability
33	Further involve sponsors in "Olympism in Action" programmes	The IOC to adopt measures for TOP Partners to be integrated into the funding, promotion and implementation of IOC "Olympism in Action" activities and to strengthen sponsors' recognition in this respect
34	Develop a global licensing programme	The IOC to develop a global licensing programme, placing the emphasis on promotion rather than on revenue generation
35	Foster TOP sponsors' engagement with NOCs	The IOC to create a programme in view of increasing engagement between TOPs and NOCs
36	Extend access to the Olympic brand for non-commercial use	Extend access to the Olympic brand for non-commercial use
37	Address IOC membership age limit	Address IOC membership age limit: IOC EB may decide one-time extension of an IOC member's term of office for a maximum of 4 years beyond the current age limit of 70 Extension to be applied in a maximum of 5 cases at a given time
38	Implement a targeted recruitment process	Move from an application to a targeted recruitment process for IOC membership
39	Foster dialogue with society and within the Olympic Movement	IOC to study creation of an "Olympism in Action" congress: Bring together representatives of the Olympic Movement, its stakeholders and representatives of civil society Engage in a dialogue with representatives from all walks of life and backgrounds on the role of sport and its values in society Discuss the contribution of the Olympic Movement to society in fields such as education, cohesion, development, etc.
40	Review scope and composition of IOC commissions	The President to review the scope and composition of the IOC commissions, to align them with the Olympic Agenda 2020 The IOC Executive Board to determine the priorities for implementation of the recommendations

APPENDIX 2: OLYMPIC AGENDA 2020 +5



Number	Recommendation	Notes
1	Strengthen the uniqueness and the universality of the Olympic Games	Preserve and promote the universality of the Olympic Games Continue to develop an Olympic Programme which remains balanced and relevant to youth, ensuring gender equality, innovation, universality, and participation of the best athletes Make the Olympic Games experience more inclusive by engaging with the largest possible audience before and during the Olympic Games Broadcast the Olympic Games using innovation and athlete-centric storytelling to highlight the relevance of the Olympic values
2	Foster sustainable Olympic Games	Mainstream sustainability in all aspects of the Olympic Games Foster the delivery of lasting benefits to the Host communities prior to and after the Olympic Games Optimise the delivery of the Olympic Games in partnership with Olympic Movement constituents
3	Reinforce athletes' rights and responsibilities	Reinforce athlete representation structure across the Olympic Movement Provide athletes with support to access funding Promote and support athletes' rights across the Olympic Movement Reinforce the implementation of the Athletes' Rights and Responsibilities Declaration across the Olympic Movement Widen the engagement with athletes and their wider personnel Increase the recognition of Olympians and of the Olympians community
4	Continue to attract best athletes	Widen the scope of engagement with best athletes
5	Further strengthen safe sport and the protection of clean athletes	Strengthen safe sport/safeguarding across the Olympic Movement to protect the physical and mental well-being of athletes Expand current efforts to protect clean athletes
6	Enhance and promote the Road to the Olympic Games	Create a direct Olympic association with and promote Olympic Qualifying events
7	Coordinate the harmonisation of the sports calendar	Address the number, frequency and scope of multi-sport events to fit with the post-COVID-19 world
8	Grow digital engagement with people	Use Olympic digital and social media channels to deliver engagement during and between the Olympic Games
9	Encourage the development of virtual sports and further engage with video gaming communities	Leverage the growing popularity of virtual sport to promote the Olympic Movement, Olympic values, sports participation and grow direct relations with youth
10	Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals	Build on existing relationships with UN agencies to influence global social policy change and resource allocation Initiate social development through sport partnerships Enhance cooperation with the IPC on social development programmes
11	Strengthen the support to refugees and populations affected by displacement	Raise awareness of the global refugee crisis and increase access to sport for people affected by displacement
12	Reach out beyond the Olympic community	Reach out beyond the Olympic community
13	Continue to lead by example in corporate citizenship	Lead in sustainability Inspire and assist the Olympic Movement in developing sustainable sports worldwide Foster gender equality and inclusion Strengthen our human rights approach
14	Strengthen the Olympic Movement through good governance	Strengthen the Olympic Movement through good governance
15	Innovate revenue generation models	Innovate revenue generation models to ensure long-term viability of the Olympic Movement

APPENDIX 3: MAYORAL AND UK OBJECTIVES

THE MAYOR’S MANIFESTO

MAYOR OF LONDON

- 

Highstreets For All
Creating thriving, inclusive and resilient high streets and town centres, within easy reach of all Londoners. Promoting local employment and near home working, protecting existing community and cultural spaces and introducing new types of businesses and civic organisations.
- 

Building Strong Communities
All Londoners to be able to play an active role in their communities; making London a more equal and inclusive city post COVID-19.
- 

Digital Access For All
Every Londoner has good and reliable internet access, basic digital skills and the device or support they need to be online by 2025.
- 

A Green New Deal
Tackle the climate and ecological emergencies and improve air quality by doubling the size of London's green economy by 2030 to accelerate job creation for all.
- 

A Robust Safety Net
All Londoners to be supported so they can avoid or be lifted out of poverty and relieve hardship.
- 

A New Deal for Young People
The aim is by 2024, all young people whose mental and physical well-being were impacted by coronavirus will have access to quality local youth activities.
- 

Healthy Place and Weight
Our goal is to work in partnership to ensure that by 2025, all London’s families will find it easier to eat healthy food and be active where they live, learn, shop, work and play.
- 

Helping Londoners Into Good Work
No Londoner, particularly those who have been disproportionately affected by the pandemic, is unable to access education, training or work.
- 

Mental Health and Well-Being
By 2025, London will have a quarter of a million well-being champions, supporting Londoners where they live, work and play.



APPENDIX 3: MAYORAL AND UK OBJECTIVES

SPORT FOR ALL OF US



Economic Development Strategy

Helping to improve the health of Londoners through community sport – its focus on social integration will contribute to increased opportunities for low-income Londoners.



Environment Strategy

Acknowledging air quality as a major barrier to participation and affirming the important role the physical environment can play in inclusion.



Health Inequalities Strategy

Supporting initiatives that can help people to engage with each other, build skills, create new networks and take part in locally led activity.



London Plan

Protecting and enhancing existing facilities and extending or providing new facilities where there is a need. There should be no net loss of facilities, unless it can be shown there is no continual or future demand. Facilities include leisure centres, swimming pools and playing pitches. Also covers open spaces more widely across London.



Transport Strategy

Upholding the health benefits of active travel, which can be complemented by sport for many.



Equality, Diversity and Inclusion (EDI)

To work with community organisations, the grassroots sport sector, London Sport and other strategic partners to help ensure diversity, inclusion and social integration are important principles of the new sport programme and strategy.



Night-time economy

How event organisers and venue owners could promote active and healthy lifestyles by providing healthy food and drink options, which could be of particular benefit for the nighttime workforce, who often struggle to access healthy food



Skills Strategy

Explore ways of working with sporting organisations and bodies, and sector skills agencies to increase skills training and apprenticeship opportunities that meet the needs of employers and young people.



Sustainability (events)

Develop London as an exemplar of big city sustainability, through concerted actions designed to create: Strong, diverse, long-term economic growth, Social inclusivity to give all Londoners the opportunity to share in London's future success and A cleaner and greener London including ensuring the city is zero carbon by 2050.



APPENDIX 3: MAYORAL AND UK OBJECTIVES

LEVELLING UP AGENDA



Improved employment, transport, digital connectivity and public investment

Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging. This includes achieving the following by 2030:

- Increasing pay and employment by narrowing of the gap between the top performing and other areas closing
- Increasing domestic public investment in research and development outside the Greater South East by at least 40%
- Improving local public transport connectivity across the country by refining services, providing simpler fares and integrating ticketing, and
- Achieving nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.



Better skills, health and well-being

Spread opportunities and improve public services, especially in those places where they are weakest. This includes achieving the following by 2030:

- 90% of primary school children achieving the expected standard and increasing the percentage of children meeting the expected standard in the worst performing areas by over a third
- Significantly increasing the number of people successfully completing high-quality skills training – In England, this would lead to 200,000 more people successfully completing high-quality skills training annually
- Narrowing the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest, and
- Improving well-being in every area of the UK, with the gap between top performing and other areas closing.



Greater access to culture, stronger pride in place and enhanced living standards

Restore a sense of community, local pride and belonging, especially in those places where they have been lost. This includes achieving the following by 2030:

- A rise in pride in place, such as people's satisfaction with their town centre and engagement in local culture and community in every area of the UK, with the gap between top performing and other areas closing,
- A fall in the number of non-decent rented homes by 50%, with the biggest improvements in the lowest performing areas, and
- A fall in homicide, serious violence and neighbourhood crime, focused on the worst affected areas.



Empower local leaders and communities

Empower local leaders and communities, especially in those places lacking local agency. This includes achieving the following by 2030:

- Providing every part of England with a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.



APPENDIX 4: SOURCES

Section		Source
1	Introduction	Page 4 - 2012 Games Meta-evaluation: Report 5 Post Games Evaluation Summary Report - Oxford Economics, 2013 - London 2012 Olympic Games Global Broadcast Report – Sport Intelligence on behalf of the IOC, 2012 Page 5: - Candidature file: Paris Candidate City Olympic Games 2024 – IOC website - Paris 2024 Olympic and Paralympic Games Economic Impact Study – Centre for Law and Economics of Sport at University of Limoges - Forecast economic impact of LA Games (based on hosting 2024 Games) – UC Riverside and Beacon Economics, 2017 - Tokyo 2020 Audience & Insights Report – IOC website, Publicis Sport & Entertainment Study, 2021 Page 7: - Reported numbers of personnel, London 2012 and Tokyo 2020 – InsideTheGames.biz
2	International landscape	Page 15: - Contractual Framework for Hosting the Olympic Games – IOC website
4	Venue analysis	Page 41: - QEOP information and assessment based off consultation with LLDC, October 2022
5	Income and expenditure analysis	Page 43: - London 2012 – Gov.uk - Rio 2016 – APNews.com - Tokyo 2020 – InsideTheGames.biz - Paris 2024 Olympic and Paralympic Games Economic Impact Study – Centre for Law and Economics of Sport at University of Limoges - LA 2028 – InsideTheGames.biz

Section		Source
7	Benefits analysis	Page 55: - The Price of Gold: Lessons from London 2012 ticket sales – London.gov.uk - 2012 Games Meta-evaluation: Report 5 Post Games Evaluation Summary Report - Oxford Economics, 2013 - Brazil's Institute for Applied Economic Research (IPEA), 2019 - Paris 2024 Olympic and Paralympic Games Economic Impact Study – Centre for Law and Economics of Sport at University of Limoges - Forecast economic impact of LA Games (based on hosting 2024 Games) – UC Riverside and Beacon Economics, 2017 - ONS Survey, 2012 - Rio 2016 Economic Legacy – IOC Website, 2017 - London 2012: Engaging, inspiring and transforming – IOC Website, 2021 - Turning the Games into gold: economic boost from London 2012 has passed £14 billion – Gov.uk - Understanding the impact of the Olympic Games – The Economist Intelligence Unit, 2012 - The Olympic Effect – The Economic Journal, 2011 Page 56: - A Lasting Legacy for London? Assessing the legacy of the Olympic and Paralympic Games – Gov.uk, 2007 - Rio 2016 Urban Legacy – IOC Website - Paris 2024 recruit 45,000 volunteers – Paralympic.org - London 2012 Media Impact Study, Lancaster University - Paralympic Impact – IPC Website - Paralympics creates Paris inclusive project – Paralympic.org - 2012 Games Meta-evaluation: Report 5 Post Games Evaluation Summary Report - Oxford Economics, 2013 - Tokyo 2020 – IOC Website - London 2012: Engaging, inspiring and transforming – IOC Website, 2021 - London 2012 Olympic Games Global Broadcast Report – Sport Intelligence on behalf of the IOC, 2012 - Tokyo 2020 Audience & Insights Report – IOC website, Publicis Sport & Entertainment Study, 2021 - Nation Brands Index – Aanholt GfK Roper, 2012 - British firms on track to score World Cup deals with £15bn – Gov.uk
8	Stakeholder sentiment	Page 59 - Levelling Up White Paper – Gov.uk, 2022
9	Winnability	Page 62-67: - Chatham House - Human Freedom Index - World Bank Worldwide Governance Indicators
	Images	- Shutterstock - Photos.London - Unsplash



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