


Ticketing for the Olympic and Paralympic Games 2012

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John Biggs	Labour
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The Economic Development, Culture, Sport and Tourism Committee agreed the following term of reference for this investigation on 11 February 2010:

- To identify the issues that should be addressed in LOCOG's ticketing strategy and make a representation to LOCOG in advance of the publication of the final strategy

The Committee would welcome feedback on this report. For further information contact Elizabeth Williams on 020 7983 4394 or Elizabeth.Williams@london.gov.uk. For press enquiries contact Alastair Cowan on 020 7983 4504 or Alastair.Cowan@london.gov.uk

Contents

Chair's Foreword	5
Executive Summary	6
Introduction	8
1. Affordable tickets	10
2. Maximising the public availability of tickets	12
3. Access to tickets for priority groups	14
4. Purchasing tickets	16
Conclusion	18
Appendix 1 Questions to LOCOG	19
Appendix 2 LOCOG Board Members	21
Appendix 3 Information sources	29
Appendix 4 Orders and translations	30
Appendix 5 Principles of scrutiny	31

Chair's Foreword

One of the factors most likely to determine public confidence in the 2012 Olympic Games is ticketing.

If tickets are affordable and accessible, and if the ticketing system is seen to be fair and easy to understand, this will go a long way towards encouraging the public to feel positive about the Games.

But if tickets are too expensive or complicated to buy, or if too many tickets are allocated to privileged groups, it will leave a nasty taste in people's mouths.

Negative perceptions can extend beyond frustrated local sports fans. If the international media show images of empty seats – as they did in Beijing – while people complain they cannot buy tickets, the poor perceptions will spread worldwide.

Londoners have high expectations of the 2012 Games, and want a fair chance to buy tickets. It is therefore vital that the ticketing system is seen to be fair, open and transparent. LOCOG has a difficult balancing act, and it will not be easy to reconcile the competing demands on the ticketing system.

The London Assembly represents the interests of Londoners in this debate. Our role is to ensure that the decisions LOCOG makes are not only fair but also transparent for the public to observe and understand.

We wish to help not hinder LOCOG through the decision-making maze. But we owe it to Londoners to maintain our scrutiny

Dee Doocey AM

Chair of the Economic Development, Culture, Sport and Tourism Committee

Executive Summary

The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) will be publishing its ticketing strategy in Summer 2010. The London Assembly's Economic Development, Culture, Sport and Tourism Committee sets out in this report the issues that, if managed carefully, we believe will deliver a successful ticketing strategy. Our intention is that this will facilitate informed public debate about the ticketing strategy when it is published.

The Committee believes that the key components of a successful ticketing policy are affordability, simplicity and transparency, and that if this is achieved, it will instil public confidence in the process. We address four issues in this report on which we seek clarification from LOCOG. They are as follows:

1. Affordable tickets

- What differential pricing will there be and how will it work in practice?
- How will tickets to the most high profile and popular events be allocated?
- How many tickets will be available at a cost of less than £10, £20, and £30, and how will these be distributed among the events?

2. Availability of tickets to the public

- How many tickets will be made available free of charge to the Government, Mayor and GLA group, International Olympic Committee (IOC) and others, and how will these be distributed among the events?
- How many tickets will be allocated to official sponsors of the Games? How will these be distributed among the events and what factors were taken into account when making this decision?
- How many tickets will be allocated to corporate hospitality companies and others as premium tickets? How will these be distributed among the events and what factors were taken into account when making this decision?
- How many tickets will be available for direct sale to the general public? How will these be distributed among the events and what factors were taken into account when making this decision?

- What provision will there be for those who are unable to buy a ticket? Will there be a charge to enter the Olympic Park to watch events live on big screens?
- What restrictions, if any, will be placed on ticket holders' access to the whole park and entry and exit to and from it?

3. Preferential access for priority groups

- Who does LOCOG consider to be a priority group for the purposes of access to preferential and low cost tickets for Games events?
- What specific legal barriers exist that would prevent LOCOG from offering preferential and low cost tickets to people from those groups?
- What provision can and will be made by LOCOG for preferential and low-cost tickets to priority groups?
- What are LOCOG's proposals for a scheme to facilitate donation or low-cost re-sale to priority groups of tickets that are not required for all or part of an event?
- How will the proposed stand-by scheme for local children work in practice?

4. Purchasing tickets

- What arrangements will be made to purchase tickets using cash for those who do not have Visa credit cards? Will this restriction apply to debit cards?
- Will fans have to pay a supplement to Ticketmaster when buying a ticket and, if so, how much will that be?
- What personal details will be collected by LOCOG's ticketing partners? In what circumstances will it share personal details with a third party and what will happen to the database after the Games?
- How will the free travel on public transport work in practice? Which modes of transport and which zones in London will be covered?

The Committee will review the strategy once it has been published to consider how these questions have been addressed.

Introduction

In just over two years the Olympic torch will come to London and our city will become the venue for the most famous and high profile sporting event in the world. Every host city wants its Games to be proclaimed the best ever. We want London to be shown to the world in the best possible light; the vision of London that was so powerfully promoted in our 2005 bid for the Games brought vividly to life in a festival that everyone can enjoy and take part in.

For this, we need excellent venues and outstanding facilities and services. But we also need those venues to be packed with enthusiastic spectators. We need this to ensure that the Games are as exciting and engaging as they should be for athletes and spectators alike. We saw in Beijing what a negative impact it can have on the overall success of the Games when the television cameras pan around the venue to show rows of empty seats. Even with all the other ingredients of success in place, it is difficult to achieve a festival atmosphere in a half empty stadium.

We also need the revenue generated from tickets and LOCOG has stated that £441 million is the target¹. This money is needed to fund the staging of the Games. There will be no appetite for the public purse to fill any gaps.

As the body responsible for staging the Games, LOCOG will manage the sale and allocation of tickets. LOCOG is officially a private organisation, but it is charged with delivering a service that is of huge significance to London and the UK. It is accountable to the Delivery Board that is jointly chaired by the Mayor and the Olympics Minister, Tessa Jowell.² Londoners will rightly have strong views and expectations about the availability and affordability of tickets for the Games. If LOCOG is to maintain public support for the Games, it is in its interests to demonstrate that it has taken account of these views and to be transparent in its decision-making to enable it to justify the difficult decisions it will have to take.

LOCOG has been commenting on its future ticketing policy since London's bid to be host city and it is due to publish its strategy later this year. There is pressure from all sides on LOCOG as it attempts to

¹ LOCOG aims to raise £375 million to contribute to the costs of staging the Games, which due to vat requires ticket sales of £441 million, Source: correspondence from LOCOG

² For a list of LOCOG Board Member, please see Appendix 2 or <http://www.london2012.com/about-us/the-people-delivering-the-games/the-london-organising-committee/locog-board.php>

meet the various and potentially conflicting priorities and demands that are placed on it. The organisation must develop a strategy that meets all of these objectives to an acceptable extent.

This is an enormously complex task. Inevitably there will be judgements to be made about the relative importance of different priorities, how they should be balanced and the best way of achieving them. The London Assembly's role is to ensure that the decisions LOCOG makes are transparent for the public to observe and understand. We will also highlight issues of public concern which we believe to be at risk of falling down the order of priorities in the face of pressures to generate income and cater to the various demands of the IOC, sponsors and other powerful stakeholders.

In this short report we set out what the ticketing strategy will need to aim towards achieving if it is to meet the demands of the public as well as the IOC, athletes and Games sponsors. Our intention is that this will facilitate informed public debate about the ticketing strategy when it is published. We also set out a number of questions that LOCOG will need to answer when it publishes the strategy. We will review the strategy once it has been published in order to assess its effectiveness. Where necessary we will make recommendations for revision, further development or other work that could be done to address the issues we have identified.

1. Affordable tickets

LOCOG will need to strike a careful balance between price and likely demand for each event in order to achieve the overall objectives of filling the venues and raising sufficient revenue. It will also need to put in place a pricing structure that reflects the commitments that have been made to make the Games affordable to the public. A successful Games must include provision for Londoners and members of the public from the rest of the UK to buy tickets to events they want to see at a reasonable price.

London's bid for the Games was launched in 2004 with the promise of 4.3 million £20 tickets and 6.2 million tickets to be sold for less than £30. These price commitments have not yet been confirmed.³ We would like London to replicate the achievement of the 2002 Manchester Commonwealth Games of being referred to as 'the affordable Games'. For the Commonwealth Games, half of the tickets were priced at £10 or less. This meant that they were relatively affordable for everyone in the city.

In order to ensure that all the available tickets for lower profile and less popular events are sold and used, LOCOG will need to implement a strategy that includes a number of strands. These will include differential pricing, where events are priced differently according to their likely popularity, and promoting relatively low-profile events to potential spectators such as sports clubs. LOCOG has stated it plans to target tickets to fans who are interested in a particular sport. It will use sporting clubs and organisations as a way of distributing tickets. LOCOG should make clear when it will be targeting sports clubs; will it be before or after tickets go on sale to the public, as this may reduce the tickets available for the public to buy. It must also make clear if it intends to target any other groups in this way.

However, differential pricing is not a comprehensive answer to the question of how the Games can be made affordable to the public. The strategy should include the provision of at least some lower-cost tickets for high profile events such as the opening and closing ceremonies and key competition events.

We welcome the commitments made at the launch of London's bid for the 2012 Games to make tickets available at affordable

³ Evidence from the House of Commons Culture, Media and Sport Committee, December 2009, <http://www.parliamentlive.tv/Main/Player.aspx?meetingId=5366>

prices. We will be assessing the ticketing strategy to make sure that these commitments are fully reflected.

Questions for LOCOG

- **What differential pricing will there be and how will it work in practice?**
- **How will tickets to the most high profile and popular events be allocated?**
- **How many tickets will be available to the general public at a cost of less than £10, £20, and £30, and how will these be distributed among the events?**

2. Maximising the public availability of tickets

LOCOG's strategy must result in full venues for the whole range of events at both the Olympic and Paralympic Games. Anything less will be judged a failure.

Selling tickets for the most high profile events will be relatively easy. The issue of public concern in relation to those events will be how many tickets are actually available to the public.

LOCOG is obliged to provide free tickets to IOC representatives, athletes and their families, 205 national Olympic committees, the UK government and the media. This immediately reduces the numbers of tickets available to sell in order to generate the required revenue. It also reduces the number of tickets that will be available to the public.

Some of the tickets to be sold will be allocated to official sponsors of the Games under their sponsorship contracts with LOCOG. This will also reduce the numbers of tickets that are available for the public to buy. At the Manchester Commonwealth Games, 68 per cent of the total tickets were available for the public (which was 80 per cent of revenue-generating tickets).⁴

Some tickets will also be sold through corporate hospitality companies as premium tickets. Some limited information about premium ticket sales has already been made public. A 'small allocation' of tickets has been promised to corporate hospitality companies, JetSet and Mike Burton-Sodexo. LOCOG has already announced that Thomas Cook will provide a range of short break packages that will include accommodation, transport and event tickets for UK clients.

The Sydney Organising Committee for the 2000 Games was criticised for being secretive about its ticketing policy, particularly in relation to the allocation of tickets to sponsors and corporate hospitality companies rather than the general public.⁵ LOCOG will want to avoid attracting similar criticism. It must therefore publish details of how many tickets will be allocated to sponsors and corporate hospitality companies and for which events.

Demand for tickets for the 2012 Games will undoubtedly be high. Not every person who wants a ticket will be able to get one. LOCOG

⁴ Frances Done, EDCST Committee, 24 February 2010

⁵[http://www.parliament.nsw.gov.au/prod/PARLMENT/committee.nsf/0/16d20b8c0ffb6a05ca256cf400097271/\\$FILE/olytick.PDF](http://www.parliament.nsw.gov.au/prod/PARLMENT/committee.nsf/0/16d20b8c0ffb6a05ca256cf400097271/$FILE/olytick.PDF)

needs to publish its plans for those who are unable to buy tickets to events. This could include the provision of big screens showing live sporting events either in the Olympic Park or around London. LOCOG will also need to decide whether there will be a charge to enter the Park and how access to, from and within it will be managed.

LOCOG must ensure that the ticketing strategy is structured to enable as many members of the public as possible to buy tickets for events they wish to see. LOCOG must also publish clear information about the numbers of tickets allocated to sponsors or as premium tickets available through corporate hospitality companies.

Questions to LOCOG

- **How many tickets will be made available free of charge to the Government, Mayor and GLA group, IOC and others, and how will these be distributed among the events?**
- **How many tickets will be allocated to official sponsors of the Games? How will these be distributed among the events and what factors were taken into account when making this decision?**
- **How many tickets will be allocated to corporate hospitality companies and others as premium tickets? How will these be distributed among the events and what factors were taken into account when making this decision?**
- **How many tickets will be available for direct sale to the general public? How will these be distributed among the events and what factors were taken into account when making this decision?**
- **What provision will there be for those who are unable to buy a ticket? Will there be a charge to enter the Olympic Park to watch events live on big screens?**
- **What restrictions, if any, will be placed on ticket holders' access to the whole park and entry and exit to and from it?**

3. Access to tickets for priority groups

We carried out a consultation exercise inviting members of the public to give us their views about issues that should be addressed in the ticketing strategy. This was not a large-scale representative survey, however the contributions from members of the public provide an insight into the strength of feeling there is likely to be about the question of preferential access to tickets for people who live in the host boroughs and for other priority groups. Other suggestions included providing tickets for low-income people, disabled people, children and older people in order to make the Games as accessible and inclusive as possible.

There are some limitations to what LOCOG can do to respond to demands for preferential access for certain groups. For example, it would be against EU law to provide preferential access to citizens of one Member State. However, there may be opportunities within the legal parameters to introduce some measures aimed at priority groups. There is potential to investigate fully what scope there is within EU law to give preferential ticket access, so as many Londoners as possible can take part in this unique experience. The strategy could then set out which groups would be considered and how these tickets would be allocated, to ensure fair distribution.

There are examples of previous Olympic Games where tickets have been allocated to priority groups. Although operating in a different legal framework, the Sydney Organising Committee set aside more than one million tickets for the 2000 Games for disadvantaged people and school children under the Olympic Opportunity Scheme. Tickets were offered at a low price and for a range of sports.

At the recent Vancouver Winter Games, people who were not able to use tickets they had purchased were encouraged to donate them for re-allocation to the Celebrate 2010 Programme. The Organising Committee worked with community partners to redistribute the tickets to families and children with limited means who might not otherwise have had the chance to attend the Games.

LOCOG has said that it intends to manage a ticketing exchange programme, whereby ticket holders can resell tickets at face value if they are no longer able to attend. There will also be a system similar to Wimbledon that allows people to take the seats of those who have left early. However, evidence from the Manchester Games showed that not many people left events early. The small number of tickets

that were handed back were re-sold for charity.⁶ LOCOG should make clear if it will charge for recycled tickets and, if so, what will be done with this extra revenue.

The Mayor has stated his support for the idea of providing preferential access to tickets for children. LOCOG has proposed that school children could be on standby to fill empty seats, particularly those allocated to but not required by sponsors. LOCOG needs to clarify in more detail where the children will be on standby, either in the Park or at home, as it will be school holidays and whether children will be from all over London, or just East London.

There should be provision for local people and other priority groups to gain access to tickets to the Games.

Questions for LOCOG

- **Who does LOCOG consider to be a priority group for the purposes of access to preferential and low cost tickets for Games events?**
- **What specific legal barriers exist that would prevent LOCOG from offering preferential and low cost tickets to people from those groups?**
- **What provision can and will be made by LOCOG for preferential and low-cost tickets to priority groups?**
- **What are LOCOG's proposals for a scheme to facilitate donation or low-cost re-sale to priority groups of tickets that are not required for all or part of an event?**
- **How will the proposed stand-by scheme for local children work in practice?**

⁶ Frances Done, London Assembly Economic Development, Culture, Sport and Tourism Committee, 24 February 2010

4. Purchasing tickets

The Vancouver Games only accepted Visa cards to purchase tickets, in recognition of its sponsorship.⁷ It has been reported that credit card purchases for London Olympic tickets will only be made using Visa, the official Olympic credit card.⁸ It is not clear whether the use of debit cards will also be restricted to Visa. Around 50 per cent of tickets for The O₂ are bought using Visa cards, the remainder are other credit and debit cards and cash at the box office.⁹ This would suggest that restricting payment to just one credit card company will reduce the accessibility of tickets.

Ticketmaster will provide ticketing services for the 2012 Games. It will be important to clarify if the public will have to pay a supplement on top of the price of the ticket when buying on the internet or at the box office. In addition, LOCOG needs to clarify what personal information will be collected when people either register or buy tickets. The Mayor has stated that LOCOG will only hold a database of names and basic details of those people attending the Games. The database will not be sold on to anyone after the Games and will only be shared with law enforcement agencies beforehand if a lawful request is received.

Once bought, LOCOG states on its website that “each ticket will include free travel on public transport in London for the day of the event, to encourage spectators to use the transport system and take in the festivities throughout the city.”¹⁰

Questions to LOCOG

- **What arrangements will be made to purchase tickets using cash for those who do not have Visa credit cards? Will this restriction apply to debit cards?**
- **Will fans have to pay a supplement to Ticketmaster when buying a ticket and if so, how much will that be?**

⁷ <http://www.vancouver2010.com/olympic-tickets/olympic/>

⁸ <http://www.thisislondon.co.uk/standard/article-23797325-request-tickets-for-2012-olympics-online-within-v>

⁹ Paul Newman, Head of Ticketing at The O2

¹⁰ <http://www.london2012.com/visiting/tickets/index.php>

- **What personal details will be collected by LOCOG's ticketing partners, in what circumstances will it share personal details with a third party and what will happen to the database after the Games?**
- **How will the free travel on public transport work in practice; which modes of transport and which zones in London will be covered?**

Conclusion

The Committee believes that the key issues that make a successful ticketing policy are **affordability, simplicity** and **transparency**. The Committee understands the conflicting aims of ensuring affordability whilst raising the required revenue to host the Games. Clear and open communication to explain what constraints LOCOG are working to and why decisions have been taken will be essential to instil public confidence in the process.

LOCOG intends to publish its ticketing strategy in final form later this year. We believe the public interest would be better served by a public consultation process to enable people to feed in their views and ideas.

LOCOG should demonstrate its openness and its commitment to the public interest by publishing its strategy in draft form and seeking comments on it before it is finalised. This would help to ensure that it is as effective as it can be and would also contribute to generating essential public confidence in the strategy.

We look forward to discussing the ticketing strategy with LOCOG once it is published. We hope to see the issues we have raised addressed in it and, if not, we ask LOCOG to provide us with a written response to explain the reasons for its decisions.

Appendix 1 Questions to LOCOG

1. Affordable tickets

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Appendix 2 LOCOG Board Members¹¹

Sebastian Coe - Chair

- Sebastian Coe is Chair of LOCOG, having previously been Chairman of the London 2012 bid company. Seb is a double Olympic Champion and 12-time world record holder in Athletics. He won gold in the 1500m and silver in the 800m at both the Moscow 1980 and Los Angeles 1984 Games. He retired from competitive athletics in 1990 and became a Conservative MP and Private Secretary to William Hague. In 2002 he was made a Peer – Lord Coe of Ranmore. He received a knighthood in the 2006 New Year's Honours List.
- Seb is also a Vice President of the International Association of Athletics Federations (IAAF) and a director and controlling shareholder of The Complete Leisure Group. He is a non-executive member of the board of directors of England 2018 Ltd., the England World Cup bid committee, and for the duration has taken a leave of absence from his role as Chair of the FIFA Ethics Committee.

Sir Keith Mills - Deputy Chair

- Sir Keith Mills is Deputy Chair of LOCOG. He became the International President and Chief Executive Officer of the London 2012 bid company in 2003, and was knighted in the 2006 New Year's Honours List.
- Sir Keith founded Air Miles International Group BV in 1988 to develop the Air Miles programme. Until December 2007 he was also Chairman of Loyalty Management Group Ltd (the company which owns and manages the Nectar programme in the UK and licenses Air Miles programmes internationally). He is actively involved with charities including Breakthrough Breast Cancer.
- His sporting interests include being Team Principal and shareholder of Teamorigin™, the British team that will take part in future America's Cup sailing events, and a member of the board of directors of Tottenham Hotspur Football Club.

¹¹ <http://www.london2012.com/about-us/the-people-delivering-the-games/the-london-organising-committee/locog-board.php>

HRH The Princess Royal

- The Princess Royal is President of the British Olympic Association and a member of the International Olympic Committee since 1988.
- The Princess is passionate about Equestrian sport. She won the individual European Eventing title in 1971 and was voted the BBC's Sports Personality of the Year. In 1976 she was a member of the British Eventing team at the Montreal Olympic Games.
- She is President or Patron of around 230 organisations, including the Riding for the Disabled Association and the Royal Yachting Association.

Charles Allen CBE

- Charles Allen is the Chair of the LOCOG Nations and Regions Group, responsible for bringing about the UK-wide benefits of the Games. He was previously Vice Chairman of the London 2012 bid company.
- His business career ranges from steel to hospitality. He is especially known for his contribution to the television industry, having played a key role in the development of ITV.
- Charles chaired the Manchester Commonwealth Games in 2002. He is Chairman of Global Radio UK Limited, Chairman of EMI, and a member of the boards of directors of Tesco Plc, Virgin Media and Endemol. He is also Chief Advisor to the Home Office and is a Senior Advisor to Goldman Sachs.

Dr Muhammad Bari MBE

- Muhammad Abdul Bari has been the Secretary General of the Muslim Council of Britain since June 2006. Prior to that, he served as the Council's Deputy-Secretary General for four years. A physicist and educationalist by training, Dr Bari received his doctorate and qualified as a teacher from King's College London, and gained a Management Degree from the Open University.
- Dr Bari began his research studies in England after training as an Air Force officer in Bangladesh. Since qualifying, Dr Bari has been a researcher in Physics, a science teacher and today is a Special Needs specialist in London. For the last three decades Dr Muhammad Abdul Bari has served the community in various capacities. He is currently the Chair of the East London Mosque & London Muslim Centre, London's oldest Islamic centre of worship.
- In addition, Dr Bari is a patron of the National Youth Agency and the Ramphal Centre, serves on the Good Childhood Inquiry Panel which was set up by the Children's Society in 2006 and is a trustee

of Muslim Aid, an international Muslim charity. He was also a former president of the Islamic Forum of Europe, a Muslim social organisation. Dr Muhammad Abdul Bari has written for newspapers, journals and community publications and is the author of 'Building Muslim Families', 'A Guide to Parenting', and 'Race, Religion and Muslim Identity in Britain'.

In recognition for his services to the community, Dr Muhammad Abdul Bari was conferred an MBE in 2003, was made a Fellow of the Royal Society of Arts in 2005 and an Honorary Fellow of Queen Mary, University of London in July 2008.

Sir Philip Craven MBE

- Sir Philip Craven has been President of the International Paralympic Committee since 2001 and is also a member of the International Olympic Committee. In 2005 he received a knighthood in the Queen's Birthday Honours List.
- He is a five-time Paralympian in Wheelchair Basketball and Swimming, and was President of the International Wheelchair Basketball Federation from 1988-2002.
- In 2006 he received the Juan Antonio Samaranch Disabled Athlete Award, recognising all he has done for the world of sport. Philip is currently a Director of the BOA and Vice President of the Great Britain Wheelchair Basketball Association. He also sat on the board of the London 2012 bid company.

Paul Deighton - CEO

- Paul Deighton is the Chief Executive Officer of the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG).
- In this capacity, Paul is in charge of the day-to-day operations of LOCOG. He has a wide range of responsibilities which include establishing strong working relationships with stakeholders, the International Olympic Committee and the Olympic Delivery Authority; overseeing recruitment and the annual budget; and providing leadership in the development of a variety of Olympic and Paralympic programmes, from sponsorship and marketing to ticketing and the Torch Relay.
- Prior to joining London 2012, Paul was the Chief Operating Officer of Goldman Sachs in Europe, and a member of its European Management Committee. At Goldman Sachs he worked in a variety of management and client-facing roles for over 22 years, and was appointed a partner of the firm in 1996.

- Before joining Goldman Sachs in 1983, Paul worked for both Security Pacific National Bank and Bank of America. He received a BA in economics from Trinity College, Cambridge in 1978. Paul lives in central London with his wife Alison.

Jonathan Edwards CBE

- Jonathan Edwards is LOCOG's athlete representative on the board. He is Chair of the Athletes' Committee, having played an important part in the success of the London 2012 bid as an Official Ambassador, and a member of the Athletes Advisory Group. He is also Deputy Chair of the London 2012 Nations and Regions Group.
- Jonathan was Olympic Champion in Triple Jump at the Sydney 2000 Games. He set the current world record for the event in 1995, and was named BBC Sports Personality of the Year.
- Jonathan is still involved with athletics as a member of the European Athletics Council, in an ambassadorial role with the IAAF, and chaired the group charged with establishing an Athletes Panel for UK Athletics. He is a director of the Newcastle Gateshead Initiative, a trustee of the Newcastle United Football Foundation and a trustee and member of the Charity Committee of the Venture Partnership Foundation Ltd. He also presents on television for the BBC.
- Jonathan is actively involved in a range of charities, in particular with AIDS orphans and an Outward Bound centre for groups of mixed abilities.

Tony Hall

- Tony Hall is the Chair of the London 2012 Cultural Olympiad Board. Tony became Chief Executive of the Royal Opera House in April 2001. Since that time, he has overseen a period of sound financial management providing a secure foundation enabling the breadth of artistic activities at the Royal Opera House. He has led the setting up of new initiatives to widen access to the Royal Opera House and its work, including free BP Summer Big Screens to venues throughout the UK.
- Until 2001, Tony was Chief Executive BBC News and launched Radio 5 Live, Britain's first 24 News and Sport Radio channel, BBC News 24, BBC News Online and BBC Parliament.
- At present he is also Chair of the Theatre Royal, Stratford East, Joan Littlewood's old theatre. He is a member of both the DCMS's Creative Economy Board and the London Cultural Strategy Group. He is also a member of the Management Committee of the Clore

- In 2005, Tony became a Commander of the British Empire (CBE) and in February was appointed to the House of Lords.

Andrew Hunt

- Andrew Hunt is the Chief Executive of the British Olympic Association (BOA). Before joining the BOA he pursued a career within Sales & Marketing across a number of industries and companies including ICI Paints before going on to build a successful Customer Relationship Management Consulting business in the 1990s. He subsequently sold this to a US consulting company Extraprise in 2000.
- In 2002, Andrew joined the board of Business Process Outsourcing specialist Vertex, a £420m revenue and 9,000 employees (2007) business which was a subsidiary of United Utilities. He went on to lead the Financial Services & Private Sector businesses (£200m revenue). Vertex was sold to Oak Hill Capital in 2007. Andrew was most recently the Managing Director of Reliance Security Services a £240m, 10,000 employee Security Services Specialist.
- Andrew is passionate about sport and is a keen sailor, an RYA Offshore Yachtmaster and Member of the Royal Ocean Racing Club (RORC).

Justin King

- Justin King is the Mayor's appointee to the Board, and is also a member of the Audit Committee. He has been Chief Executive of Sainsbury's since March 2004. Before joining Sainsbury's, he was Director of Food at Marks & Spencer and prior to that held senior positions at ASDA/Wal-Mart and was Managing Director of Haagen-Dazs UK. His early career was at Mars Confectionery and Pepsi International.
- Justin is President of the IGD, a member of the CBI President's Committee and is a patron of Skillsmart Retail, the national sector skills council for retail. He also sits on the Board of Bath University Management School, is a director of Motorsport Management Services and is a non-executive director of Staples Inc.

Stephen Lovegrove

- Stephen Lovegrove is the Government's appointee to the Board, and is also a member of the Audit Committee. He is the Chief Executive of the Shareholder Executive, which was formed in 2003 to provide oversight of and create value through the Government's remaining businesses and stakes, including the Royal Mail, British Energy, British Waterways, Northern Rock, the Royal Mint, the Met Office, Channel 4 and over twenty others. The Shareholder Executive also provides corporate finance advice across Whitehall.
- Previously, he spent ten years at Deutsche Bank, where he was the head of the European media team. During that time Stephen worked on a wide range of capital raisings, acquisitions and divestments in all the sectors of the media industry. Before that, he spent five years as a strategic consultant.
- Stephen worked with the Department of Culture, Media and Sport on the London 2012 bid and the BBC Charter Review. He is a director of Partnerships UK Ltd.

Lord Moynihan

- Lord Moynihan is the Chairman of the British Olympic Association. He is a member of the Audit Committee.
- Lord Moynihan won a silver medal in Rowing at the Moscow 1980 Games. He was a Member of Parliament for ten years, where he served as Minister for Sport and Parliamentary Under Secretary of State at the Department of the Environment from 1987 to 1990, and Minister for Energy from 1990 to 1992.
- He is a Director of Rowan Drilling and Chairman of Pelamis Wave Power Ltd, as well as Honorary President of British Water Ski. He has been Vice Patron of the British Wind Energy Association and a member of the Royal Institute of International Affairs: Energy and Environment Programme Steering Committee. He is a member of the International Olympic Committee's International Relations Commission, the 2009 IOC Olympic Congress Editorial Committee, and the IOC 2016 Olympic Candidate Acceptance Working Group.
- He is also a member of the Executive Committee of the European Olympic Committee.

Tim Reddish OBE

- Tim Reddish is the Chairman of the British Paralympic Association (BPA) and is the BPA's appointee to the board. He is also Chairman of the British Paralympic Performance Services Board (BPPS Ltd).
- Tim is a three-time Paralympian in Swimming and was honoured by his home town, Nottingham, in 2005 when he was given the Freedom of the City for services to disability sport.
- Tim is the National Performance Director for British Disability Swimming and has been responsible for leading the British team to success during the last two Paralympic Games.

Sir Craig Reddie CBE

- Sir Craig Reddie retired as Chairman of the British Olympic Association in 2005, having played a key role in London's successful bid for the 2012 Games. He is a member of the LOCOG Audit Committee and the Remuneration Committee.
- Sir Craig is a director of the British Olympic Association and a member of the Executive Committee and Foundation Board of the World Anti-Doping Agency (1999). He has been a member of the International Olympic Committee since 1994 and was appointed to the Executive Board in 2009. He is a Board member of the Olympic Lottery Distributor.
- He played Badminton at national and international level from 1962 to 1970, before taking senior positions in the Scottish Badminton Union and later the International Badminton Federation, eventually becoming President in 1981. He was a member and Deputy Chairman of UK Sport from 1996 till 2002.

Martin Stewart

- Martin is Director General of Cableuropa, SAU, the Spanish telecommunications company. He became a member of LOCOG's Board of Directors in November 2006. He is Chairman of the Audit Committee and a member of the Remuneration Committee.
- He spent six years at BSkyB plc as Chief Financial Officer and a member of the board, and then spent two years at EMI plc in the same roles.

Sir Robin Wales

- Robin is the directly elected Executive Mayor of the London Borough of Newham, one of just twelve directly elected Mayors nationally. He had served as the Leader of Newham Council from 1995 up until his first Mayoral election in 2002.
- He was the chair of the Association of London Government (now London Councils) from 2000-2006, Vice Chair of the Culture, Tourism and Sport Board for the Local Government Association and is a director of the Olympic Park Legacy Company. He was awarded a Knighthood in the Birthday Honours' List 2000 in recognition of his service to local government.
- Robin is originally from Kilmarnock and has BSc in Chemistry from Glasgow University. He has two children and prior to being elected Mayor in 2002, Robin was employed by British Telecom, where he was responsible for developing credit and fraud management systems.
- Robin serves as the Chair of LOCOG's Remuneration Committee.

Neil Wood MBE

- Neil Wood is the Chief Financial Officer of LOCOG.
- He is a partner in the accountancy and consulting firm Deloitte and a Fellow of the Institute of Chartered Accountants in England and Wales.
- Neil was awarded an MBE in the 2006 New Year's Honours list for his services to the London 2012 bid.

Appendix 3 Information sources

The Committee has collected information from the following sources for its submission to LOCOG:

- We held a public meeting on 24 February to discuss the issue of Olympic and Paralympic ticketing with experts: Frances Done, former Chief Executive of the Manchester Commonwealth Games (now Chair of the Youth Justice Board) and Paul Newman, Head of Ticketing at The O₂.
- In addition, the Committee set up a public discussion forum to get Londoners' views on 2012 ticketing.¹² We invited people to comment on issues such as affordability, availability, the risks of fraud and how to fill seats at less popular events. This public discussion forum will remain open and we intend to address additional points raised when LOCOG appears before the Committee to present its ticketing strategy later in 2010.
- The Committee also drew upon the lessons learnt from the Sydney Olympics. A review was undertaken by the New South Wales Legislative Council due to objections raised when far fewer tickets were released than expected and thousands of Australians failed to buy tickets.¹³ The review made recommendations that are relevant for future Olympic ticketing strategies.

¹² <http://londonassembly.uservoice.com/forums/35800-london-2012-games-ticketing>

¹³ [http://www.parliament.nsw.gov.au/prod/PARLMENT/committee.nsf/0/16d20b8c0ffb6a05ca256cf400097271/\\$FILE/olytick.PDF](http://www.parliament.nsw.gov.au/prod/PARLMENT/committee.nsf/0/16d20b8c0ffb6a05ca256cf400097271/$FILE/olytick.PDF)

Appendix 4 Orders and translations

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请电话联系我们或按上面所提供的邮寄地址或
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Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਅਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

यदि आपको इस दस्तावेज़ का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফো করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا منکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Arabic

الحصول على ملخص لهذا المستند بلغتك،
فارجاء الاتصال برقم الهاتف أو الاتصال على
العنوان البريدي العادي أو عنوان البريدي
الإلكتروني أعلاه.

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જાણતી હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઇ-મેઇલ સરનામા પર અમારો સંપર્ક કરો.

Appendix 5 Principles of scrutiny

An aim for action

An Assembly scrutiny is not an end in itself. It aims for action to achieve improvement.

Independence

An Assembly scrutiny is conducted with objectivity; nothing should be done that could impair the independence of the process.

Holding the Mayor to account

The Assembly rigorously examines all aspects of the Mayor's strategies.

Inclusiveness

An Assembly scrutiny consults widely, having regard to issues of timeliness and cost.

Constructiveness

The Assembly conducts its scrutinies and investigations in a positive manner, recognising the need to work with stakeholders and the Mayor to achieve improvement.

Value for money

When conducting a scrutiny the Assembly is conscious of the need to spend public money effectively.

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