Appendix 2
Extract from the Mayor of London’s Annual Report: London 2012 and a lasting legacy

Highlights

- London delivered on time and under budget. In the words of the President of the International Olympic Committee: ‘For two weeks the Olympic Park [was] the beating heart of the world. The superlatives created here will live on long after the cauldron is extinguished.’

- Every corner of the capital was awash with colour and theatre. An estimated seven million people took part in the London 2012 Festival.

- The Mayor’s 8,000 Team London Ambassadors helped make London 2012 the most welcoming Games to date. Since the Games, Ambassadors have been out and about at other events: one part of ambitious plans to harness Londoner’s passion for volunteering.

- With £6.5 billion of new and renewed transport infrastructure, London’s transport network kept more people moving than ever before during the Games – and achieved record levels of performance.

- London 2012 set new standards in inclusive design, helping us stage, in the words of the Chairman of the International Paralympic Committee, ‘the greatest … Games ever’. And we have a superb legacy of more accessible transport and public places.

- The Mayor helped London’s businesses share in the London 2012 economic dividend. Over 12,000 Olympic and Paralympic Games-related contracts were made available via the Mayor’s CompeteFor service. Nearly 40 per cent of the contracts awarded to CompeteFor businesses went to London-based suppliers – many of them small and medium sized firms.

- In defiance of the sceptics, London’s economy was boosted by record levels of visitor spending in the Olympic year.

- About 25,000 previously unemployed Londoners were part of the contractor workforce that helped deliver the Games. The Mayor’s 2012 Employment and Skills Legacy programme has directly supported 3,400 people into jobs.

- The Mayor has now secured the future of all eight of the permanent Olympic venues – including the Stadium. And he has secured a string of world-class international sporting events for London’s Olympic venues over the coming years.

- Queen Elizabeth Olympic Park is ready to begin reopening from July 2013, in time to mark the anniversary of the Games with a programme of concerts, events and athletics.

- Plans for 11,000 new homes and 8,000 permanent jobs on the Park are taking shape, with residents set to move into the first of five new neighbourhoods in 2015. London is ahead of any previous Host City is delivering its Legacy Plans and the benefits are rippling out across east London and beyond.

As we approach the first anniversary of London 2012, Londoners and the country at large can look back with pride. We prepared for the games efficiently and expertly, hitting all of our targets on the road to the Opening Ceremony. Our sporting venues were world class and set the stage for the greatest festival of sport ever seen. And London’s transport network more than coped with the unprecedented demands placed on it. It excelled.
This was the ‘friendly Games’, with 88,000 volunteers helping the Games run smoothly and welcoming the millions who visited our city – a city that was alive with colour and theatre: London 2012 was a festival of culture as well as of sport.

All of this burnished London’s reputation as a dynamic global city, a cultural powerhouse, a global host for sport, and a cosmopolitan and compelling visitor destination. In short, London showed the world why it is the greatest city on earth.

London now has a tremendous legacy to build on. Some £6.5 billion of new transport infrastructure. New and rebuilt local sports facilities. Tens of thousands helped into new jobs. A swathe of the city regenerated and transformed. And thanks to the Paralympics, perceptions of disabled people have been changed forever.

The Mayor is ensuring these benefits are captured. A new piece of London is already emerging in and around what is now Queen Elizabeth Olympic Park. It will be a place to live and work – with five new neighbourhoods providing up to 11,000 new homes and 8,000 jobs by 2030 and to visit.

**The Best Games Ever**

From the moment the Olympic Flame touched down in London on 20 July, the capital and the country were gripped with anticipation and excitement. The relay brought the spirit of the Games to an estimated five million in London alone – part of a nation-wide journey taking in 1,000 towns and villages right across the UK. And after the torch arrived in the Olympic Stadium, a spectacular and quintessentially British Opening Ceremony reminded a global audience of one billion of London’s verve and creativity.

Yet London’s summer like no other began even before the torch arrived. Some 55 kilometres of bunting and 6,000 banners bedecked every borough. The iconic Olympic Rings adorned one of our own icons, Tower Bridge, which was also illuminated with new, energy efficient lighting that will last for 25 years. With Rings on the River, a trail of 84 mascots, 40 architectural installations and other London bridges splashed in colour, the Mayor ensured London was dressed for the occasion.

Visitors were welcomed by the Mayor’s 8,000 Team London Ambassadors. Stationed at landmarks, tourist hotspots and transport hubs, these dedicated and enthusiastic volunteers offered not only a friendly face, but also expert guidance and information to help visitors and Londoners make the most of everything London had to offer. In all, the Ambassadors volunteered for 240,000 hours.

We are making the most of this volunteering legacy. In the few months since the Games, Ambassadors have been out and about supporting major events such as New Year’s Eve, Remembrance Sunday and the UEFA Champions League Final. And there is a busy programme in place for this year and beyond, including Live Nation concerts at Queen Elizabeth Olympic Park.

But this is just a small part of Team London. It is about helping volunteers do something great for their community in other ways. So we are also putting Ambassadors into London’s schools and helping Londoners find volunteering opportunities in every corner of the capital.

Indeed, this was the story of the Games. Yes our stunning venues were crucibles for captivating feats of sporting achievement – not least from Great Britain’s Olympic and Paralympic athletes. But what made London 2012 was its richness and variety: the look and feel of the city; the visitor welcome, involving more than 90 different organisations, from arrival to departure; and the sheer diversity, energy and scale of the events and activities going on throughout London.
Away from the venues, more than a million people watched the sporting action and experienced the celebratory atmosphere and excitement of the Games at the Mayor’s free Live Sites: at Hyde Park and Victoria Park during the Olympics, and at Trafalgar Square during the Paralympics. Potters Field next to City Hall was open throughout both Games. Londoners told us that this was a great way of making them feel part of the Games.

In 2012 the Mayor staged the capital’s largest ever cultural festival – and the most ambitious of any Olympic and Paralympic Games. The city’s iconic architecture was brought to life, with daredevil dancers dangling from the spokes of the London Eye and Piccadilly Circus transformed into a real circus. Leading artists did things and appeared in places one would least expect – Python Terry Jones wrote an opera that toured our canals, leading actor Mark Rylance ‘flashed-mobbed’ Shakespeare across the city, and Turner Prize winner Jeremy Deller created an life-sized replica of Stonehenge as a bouncy castle.

An estimated seven million people took part in the Cultural Olympiad across London. Many of the participants were new to the arts. For example, more than 50 per cent of audiences at the Mayor’s Showtime said they had never experienced a live outdoor performance before. And 94 per cent of attendees gave Showtime, a festival of free performances on the doorstep of every London borough, the thumbs up.

Other highlights included:

- **Big Dance** – With nearly two million involved across the capital and 1,500 events, Big Dance is now the world’s largest and most influential dance extravaganza. Last year Big Dance stretched across the four nations of the UK and into 25 countries beyond.

- **Gigs: The Big Busk** – About 500 talented young Londoners performed over 2,000 hours of live music in bustling, world-renowned locations from the Olympic Park to the London Underground. Providing the soundtrack to the summer of 2012, Gigs competitors were heard by over 750,000 Londoners and visitors.

- **Hatwalk** – Britain’s top milliners Stephen Jones and Philip Tracey surprised London with ‘guerilla millinery’ by designing bespoke hats for 21 of London’s most recognised statues including a Union Jack bicorn for Nelson. Media coverage reached over six million in the UK alone and was one of the most downloaded cultural news stories generated by the London Media Centre during the Olympics.

- **The Culture Diary** – The first city-wide planning and promotional tool was instrumental in keeping programmers and police informed of all the cultural activities taking place in London during the Games. The Culture Diary detailed 4,500 registered events, many of which were free. Because the diary proved so successful, we have now launched The Clash Diary to help promote and coordinate major events.

In the words of the International Olympic Committee, London 2012 lifted the cultural bar higher than ever ‘and reinforced culture’s position as part of the DNA of the Games.’ To build on the unrivalled scale and ambition of the London 2012 Festival, and secure London’s position as a world-class city for culture, we will shortly publish a Cultural Legacy Plan.

Carrying people to and from everything that was going on in London were trains, buses, boats and bikes: London 2012 was the first public service games.

More than 100 million journeys were made on the Tube – 28 per cent more than normal. Tuesday 7 August was the busiest day in the Tube’s history, with 4.6 million passengers. Despite these demands, performance was the best on record with fewer delays than ever before. Barclays Cycle Hire, Emirates Air Line, London Overground and the DLR all experienced the busiest periods in their histories too. Passenger journeys on the DLR were up 100 per cent.
Levels of customer service also achieved new highs – not least thanks to the 3,200 TfL back-office staff who were deployed as Travel Ambassadors at stations and venues to provide advice. More than a quarter of Londoners told us that following the Games they are more likely to use public transport.

This success was founded on £6.5 billion of new and renewed transport infrastructure: Stratford, King’s Cross St Pancras and Green Park stations rebuilt; Tube, DLR and London Overground infrastructure upgraded to increase capacity, frequency and reliability; 75 kilometres of cycle paths to and around the Olympic Park enhanced. Hundreds of millions of pounds were invested to make trains and buses more accessible, to install new lifts and audio-visual displays, and to train staff. This helped more disabled people travel to more locations than at any previous Games.

As well as this physical legacy, TfL is taking forward a number of other initiatives and lessons from the Games:
- Travel Ambassadors are being deployed at major events and at peak periods like Christmas and New Year;
- using the infrastructure put in place for the UK’s first national Transport Coordination Centre, established for the Games, to manage future major transport operations better;
- a new Freight Delivery Unit to coordinate and manage demand; and
- retaining the manual boarding ramps installed at 16 Tube stations – which bridge the gap between platform and train – with plans to introduce them at an additional 19 stations during 2013.

Making the transport network more accessible was a central component of the Mayor’s determination to make London 2012 the most inclusive Games ever. Other initiatives are contributing to a distinct Paralympic legacy for the capital too.

The Mayor launched InclusiveLondon.com ahead of the Games, an online repository of information on accessible restaurants, attractions and other places. By the close of summer 2012 the website had received more than 12 million hits. Free online training in disability awareness was also on offer to all London’s visitor attractions. To open up more areas to those who find it difficult to get about, the GLA has purchased 74 mobility scooters used during the Games and distributed these to ShopMobility Schemes across the city.

The promenade along London’s South Bank takes in some of London’s best cultural attractions. But the walkway had evolved in a way that meant in parts it was not easy to navigate – particularly for disabled people and others with accessibility needs. The Mayor has overseen works along nearly four kilometres of promenade – from Westminster Bridge to Tower Bridge and linking cultural institutions like the Southbank Centre, the Tate Modern, The Globe Theatre and Southwark Cathedral – that mean many more people can access and enjoy one of the capital’s most visited public spaces.

Underscoring that this was a Games for everyone, the Mayor gave 120,000 Olympic and Paralympic tickets to London’s schools so that young people could witness the sporting action for free.

Behind the scenes, the Mayor’s City Operations Programme underpinned the smooth, safe and efficient operation of the Games. It brought together Olympic and Paralympic delivery bodies, London’s boroughs, transport providers and the Metropolitan Police – together with many others. And in so doing, it helped to ensure that vital public services carried on unaffected, that efforts were coordinated, and that London’s emergency and other services stood ready to deal with any incidents.
An economic, jobs and sporting legacy

London welcomed over 15 million international visitors in 2012. Together they spent a record £10 billion. Domestic visits to London were also up by ten per cent.

L&P helped London buck the trend of earlier Olympic host cities, which have suffered from depressed levels of tourism and spend. It worked with the tourism industry before, during and after the Games to address ‘tourism displacement’ head on.

Some 25,000 media professionals were in London during the Games. The Mayor helped them to showcase London to the world through the London Media Centre (LMC). With superb press and broadcasting facilities, a programme of over 700 different events, a city-wide filming permit and filming studios built in iconic locations such at Trafalgar Square and on the Southbank, it contributed to the many of thousands of articles generated about London between July and September.

Forecasts prepared by Oxford Economics predict an extra one million ‘Olympic inspired’ arrivals in London between 2012 and 2017, bringing in £1 billion of additional visitor spend. Following the Games, L&P’s tourism campaign – London: Now See it For Yourself – received 1.2 million web hits and visits to the redesigned visitlondon.com website were up 50 per cent in 2012/13 to 24 million.

In the Park itself, the 114.5 metre ArcelorMittal Orbit welcomed 130,000 visitors during the Games and will draw up to 800,000 visitors each year.

London 2012 was a chance to showcase London to potential investors as well as tourist, creating jobs and growth for the capital. So the Mayor transformed City Hall into ‘London House’ to host top international business leaders and others with an interest in doing business in London. There were 39 events over the course of the Games attended by nearly 5,000 people.

Complementing London House, L&P also ran the Mayor’s Business Hosting Programme. The programme has so far created nearly 1,870 jobs and contributed £525 million to the London economy through 24 investment projects. L&P has a pipeline of a further 92 projects, with an estimated value of £978 million that will also bring 3,200 new jobs to London. In addition, and through various campaigns since 2006, L&P has levered London 2012 to create over 7,000 jobs, surpassing all previous host cities.

The Mayor was determined also that London’s businesses, and especially its smaller businesses, should benefit from the Games. By the end of March 2013 about 10,000 London 2012 supply chain contracts had been awarded through the Mayor’s web-based CompeteFor service, with an estimated value of £2.6 billion. Nearly 40 per cent of contracts to CompeteFor suppliers went to businesses in London. Three-quarters went to SMEs.

With a strong user base – there are about 167,000 businesses registered business, including 50,000 in London – CompeteFor continues to enjoy strong support from the private sector. It now forms part of the procurement processes of many major public and private sector buying organisations and their supply chains. The Mayor is committed to strengthening the CompeteFor service so that it continues to deliver easy access to contract opportunities across the GLA Group, and beyond, for small and medium-sized businesses.

The 2012 Games provided a unique opportunity to challenge and transform perceptions of the workforce in the Olympic Host Boroughs (now known as the Growth Boroughs) and get Londoners into jobs.
It is estimated that in the period up to and including the Games about 65,000 previously unemployed Londoners secured Games-related work. That includes at least 25,000 working for LOCOG’s contractors on the Games itself, of whom about 12,000 were from the Growth Boroughs. The Mayor’s own 2012 Employment and Skills Legacy Programme has directly helped 3,400 Londoners into work.

The Games cemented London’s reputation as a global host city of major sporting events second to none. And in turn that has helped us bring some major international sporting events to the capital. Many of these will use venues and infrastructure built for the Games. Events include Diamond League athletics in 2013, the Tour de France Stage 3 in 2014, the 2015 European Hockey Champions, and the IAAF World Athletics Championships and IPC Athletics World Championships in 2017. With bids for three other international events being considered, London is hoping to continue its winning streak.

Meanwhile, the Mayor has been nurturing a grassroots sporting revolution.

Thanks to £15.5 million of Mayoral investment, together with over £25 million of match funding:

- 77 community sports facilities – from multi-million pound sports halls to changing rooms in small community sports clubs – have been built or refurbished, spanning every London borough and increasing capacity by more than 49,000 users per week;
- over 13,000 people have been trained as coaches, volunteers or officials in a range of sports across London – with 200,000 volunteer hours pledged to community sports throughout London; and
- hundreds of grassroots projects have been supported, benefitting 200,000 individuals.

Across the programme, we have used sport to tackle antisocial behaviour; to boost attendance and attainment at school; to support individuals with drug and alcohol issues; and to help people into jobs – including over 100 disabled people.

The Mayor is investing a further £7 million to continue the Legacy Programme for another three years.

The Mayor’s Freesport programme continued to flourish – and was extended to coincide with the Olympic and Paralympic Games. This gave young people the chance to emulate their sporting heroes, and everyone the opportunity to give a new sport a go or go back to one they used to enjoy. About 15,000 Londoners each year have taken part in the programme. Two-thirds received six hours or more of free professional coaching. Some £250,000 per annum has been allocated from the Mayor’s Sports Legacy Programme to the FreeSport programme for the next three years.

To date, 14,000 Londoners have also been taught to swim – in temporary pools at 17 locations – through our Make a Splash initiative. The project has been so successful that the Mayor has decided to extend it for a further two years.

**Transforming east London**

The significant public sector investment in Queen Elizabeth Olympic Park and the Lea Valley to prepare for the 2012 Olympic and Paralympic Games has turned the tide of decades of neglect across east London. New and revitalised green spaces sit alongside reinvigorated waterways. Sporting and community facilities have been constructed and homes built. And transport links have been radically improved: Stratford is now one of the best-connected transport hubs in the country.
In short, a new piece of city is being made. Making the most of this opportunity is the Mayor’s top regeneration priority.

At the end of the Games, London was already far in advance of any other previous Host City in securing a regeneration legacy. As we approach the anniversary of the Games, that lead has stretched further.

The Mayor’s London Legacy Development Corporation has secured owners, operators or tenants for each and every one of the Olympic venues. That includes the Stadium. Meanwhile, work to transform the Park has progressed at pace including removing the temporary venues, completing the permanent venues for their legacy uses and building new roads and bridges. A stunning line up of major concerts, athletics and Para-athletics, and community events will mark the anniversary of the Games and the reopening of the Park from summer 2013.

RideLondon – a two day festival of cycling this August – will be one of the first big events to make use of the Park. As the largest mass-participation cycling festival ever held in the UK, it will help to embed the London 2012 sporting legacy and attract hundreds of thousands of visitors to Surrey and London.

BT Sport will begin broadcasting from the Press and Broadcast centre this autumn, forming part of the digital and technology hub being established by iCITY, including also Loughborough University, Hackney Community College and Infinity. Regeneration and community programmes are helping local people and businesses to benefit from the opportunities on the Park.

An outline planning application for up to 7,000 new homes has been approved and detailed planning work is underway for Chobham Manor – the first of the Park’s five neighbourhoods, with about 800 homes. Chobham Academy, a new school in the Park, will open in September. Plans for other new schools are being discussed with partners.

The refit of East Village (formerly the Athletes’ Village) is underway with 2,800 new homes being built, and occupants due to move in this year. It is expected that 1,300 affordable homes will be built in total. Of these, 625 will be available via the Mayor’s First Steps website, with below market rent, shared ownership and shared equity options. Another 68 are reserved for social tenants from across the capital, ranging from family homes to one-bed apartments that will be let to former rough-sleepers.

Change at Queen Elizabeth Park is also catalysing regeneration in the surrounding area.

Westfield Stratford City attracted more than 50 million visits in its first year of opening, providing more than 3,000 jobs for local people. Alongside Westfield, the International Quarter will offer more than four million square feet of flexible workspace. Plans for the Strand East development on the Sugar House Lane site south of the Park will deliver a further 1,200 homes. And University Square Stratford – a joint campus established by Birkbeck, University of London, and the University of East London – will admit is first students in autumn 2013.