

**London Assembly (Plenary) – 19 October 2011**

**Transcript of Item 3: Question and Answer Session with the London Organising Committee for the Olympic Games and Paralympic Games**

**Jennette Arnold (Chair):** Can I welcome the Chair and Chief Executive of the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG), Lord Coe and Paul Deighton. Can I put the first question to both of you gentlemen?

*What are your key concerns and challenges for delivering a successful Olympic and Paralympic Games and what steps are you taking to deal with them?*

**Lord Coe (Chair, LOCOG):** Thank you, Chair, and let me thank you for the invitation again to be before the Assembly. I do always want to reiterate my thanks to this Assembly for the cross-party support that we have had throughout the duration of the project from bid through to the last ten months. In the final straight, which we have now entered, that cross-party support will be absolutely critical and we are a better organisation for that scrutiny. There are 282 days to go and 40 Wednesdays. That probably slightly sums up the urgency of the project we have now entered. This time next year the Paralympics will have completed. I did furnish the Committee with a short written brief on progress to date so I am not going to dwell too long on that but will move straight to your specific question.

In the final stretch we have five key critical challenges that we need to address. Clearly, the first is scaling up the organisation to make sure that we are fit to deliver the complexity of this project and that is right across the board from our volunteer programme and robust relationships; some of them existing in this room and building.

Secondly, there is completing our venues. The Olympic Delivery Authority (ODA) has done an extraordinary job on the Olympic Park. I know that many of you have been around the Olympic Park. But we still have the responsibility of turning those venues into sporting theatres and, of course, we are still in the construction of many of our temporary venues so we need to get that done and in an integrated way.

Thirdly, we are also in the process of testing, testing, testing. You will not be surprised when I tell you as a competitor you never want to walk into any final and be thrown things that you have not been thrown a hundred times before on the training track. That is pretty much the way we see that and we have now had 18 test events, [out of] 42 in total, and we are entering what we call 'the second cluster'.

Fourthly, there is delivering to budget. You know the overall target we set ourselves and I am delighted that we were able to announce a few weeks ago that we have reached the £700 million target that we had set ourselves from domestic sponsorship and I do not need to tell this room that is in a particularly testing and taxing time within the economy. And of course, fifthly, there is the ongoing process of engaging and exciting people around the world, throughout the UK and, of course, throughout London.

Those are the broad five key objectives. But to really highlight the approach that we are taking particularly to one that I know is of particular interest to this room, I am going to ask Paul to detail the first of those key challenges.

**Paul Deighton (Chief Executive, LOCOG):** Thank you, Seb, and good morning, everybody. I will just go through in a little bit more detail the scaling-up, which is the first of those key challenges, and where we stand on that because this is probably as big a mobilisation of workforce as you get in any project on the planet. So, in our final nine months, gearing up with those people is as important an exercise as anything we do.

Our workforce really comprises three different components: the paid staff within LOCOG, the volunteers or Games Makers as we call them, and then, thirdly, the contractor workforce that we need to mobilise. With each of those, we need to have systems and processes in place, firstly, to recruit them and, secondly, to background check them. Then we need to train them, uniform them, deploy them into their various jobs around both the competition and the non-competition venues, and then make sure they are properly rostered because you are pretty much working a 24/7 machine at Games time. You have to make sure your shift patterns are right and that they can rest and sleep in between their shifts, so all of that has to take place.

In our own workforce, we are currently a little bit over 2,000 and that has to get to 6,000 by Games time. That is recruiting people at the rate of 100 a week, which is a huge exercise. We are already succeeding at that. We are currently running at that rate but we need to keep that up right through to Games time. With our Games Makers, we need 70,000 of those. As you probably know, we had just under 250,000 applying. We planned to interview about 100,000 and that process continues through until March next year. We have interviewed already just over 50,000 and we have already made the first offers of jobs to 15,000. So, again, that is all on track but there is still a lot to do. Finally, with our contractor workforce, which will number something like 100,000 people, all the contracts which underpin that mobilisation are in place. These are across areas such as catering, cleaning, security, stewarding, transport - driving the buses, for example - and others. Of those 100,000 jobs that come with that, about 30,000 will be new jobs into those organisations.

One of the things we are doing which you are quite aware of is try to make sure that as many of those benefit the host boroughs as we can possibly manage. In our work with the host boroughs, they have estimated that they can fill something like a third of those jobs. That is just a particular example of how we are trying to combine this scaling-up with some of the other legacy objectives that were set at Games time. So, of all the things we are doing, that big mobilisation exercise has a real focus right across the organisation.

**Richard Tracey (AM):** Gentlemen, good morning. Congratulations on being ready for the Games. It may be all down to the ODA but at least you are ready to start. There has been quite a bit of discussion in the press recently about your views on having a running track in perpetuity, perhaps, in the stadium. What is your commitment to that? Can you explain to us?

**Lord Coe (Chair, LOCOG):** My commitment was the commitment we made in Singapore when we were bidding in 2005 and it was a commitment made alongside the Mayor of London, the Government and the British Olympic Association and it was for a mixed legacy. It was for an Olympic legacy with track and field at the heart but not uniquely track and field, so that as a commitment was made then. I took it very seriously. It was made to the world of international sport. It is a commitment that we have done our very best to adhere to.

**Richard Tracey (AM):** But questions, of course, are being asked about the practicality of it. As a man with your feet very much in athletics, tell me how many people in total you would expect to attend one athletics event in a stadium, the maximum number, say at Gateshead or Birmingham, the large venues at the moment.

**Lord Coe (Chair, LOCOG):** I can take you through crowd modelling for major championships and, as you know, we are bidding to host the 2017 World Championships and the ticketing and crowd modelling on that is predicated on full sessions for nine or ten days of a championship. If you wanted to narrow that down, for instance, to what we would describe as the classic one-day track and field meeting, Zurich or Brussels, what we call now the Diamond League, I would remind you that London is actually the only city that stages two of those back-to-back. We not only sell out for every one of those meetings but we would be able to probably sell five times that number of tickets; so there is no lack of demand for top class track and field in this country.

But, clearly, sitting alongside is the use of a stadium for local events - English Schools Track and Field Championships and the plethora of other competitions that are there - and of course also community-based use, which for one of our national sports is not an unreasonable thing to ask for in London.

**Richard Tracey (AM):** But the point people are making is that we are looking at a stadium which is capable of taking 60,000 or 70,000 people and, for athletics events, we are talking about 20,000 or 30,000 possibly twice a year.

**Lord Coe (Chair, LOCOG):** No, we are not. We are talking about many more than that. Typically, the one-day meet in Brussels or in Paris is anything between 50,000 and 70,000. So, again, if we had a larger venue, we would fill that venue. There is no question about that. You only have to go to Crystal Palace for any of those Diamond League meetings to know how many people turn up on spec hoping to get tickets.

Let us not run away with the idea that track and field is a sport that is not supported. It is a very popular sport. It has a very extensive network of clubs in this country. It is absolutely central to any broader policy aims of public health. You will not be surprised when I say that I am an undoubted defender of my sport and, yes, it is the right mix. But we have always made the point that this was never uniquely a track and field facility. This was always in tandem with other anchor tenancies.

**Richard Tracey (AM):** But you could understand why people are saying that surely, for a stadium this size, it ought to see as a major user a football club or conceivably a rugby club, but more likely a football club.

**Lord Coe (Chair, LOCOG):** Yes, and I have never dissented from that. That was exactly the proposal. There is a little retrofit thinking going on here, of course, because this is not something that we have just come to. During the bidding process, discussions did take place with the two football clubs that you are referring to and there was no great interest in that. That is why the stadium was built with legacy in mind. The base case was a 25,000-seat venue with a track and field facility. Once the Olympic Park Legacy Company had been appointed, it was perfectly reasonable for them to explore in a more detailed and structured way a process that we were not in a position to have driven down in that kind of granular detail during a bid. That is exactly where we have reached now.

**Richard Tracey (AM):** Were any of the rumours in the newspapers that you threatened to resign if athletics was not retained?

**Paul Deighton (Chief Executive, LOCOG):** He is not going anywhere.

**Lord Coe (Chair, LOCOG):** I have absolutely no idea where they came from. You know me better than that, having appointed me to a sports council.

**Richard Tracey (AM):** On to the area of ticketing, there has been a report that Transport for London (TfL) is worried about the cross-country equestrian event and the numbers and the queuing which would be required to get into it. In fact, the numbers might have to be cut to avoid this sort of queuing.

**Paul Deighton (Chief Executive, LOCOG):** Let me answer that. If I can just make a 30 second comment, when you said congratulations on being ready, I would like the Assembly to understand that for the next nine months getting ready is our big task. There is a massive, massive amount to be done because really the operational preparation for the Games is the biggest challenge. Being ready really in two words defines the majority of the work we have left, so we are far from being at that point yet. I just wanted to make sure everybody understood that.

On the relationship between the number of tickets sold for the equestrian event, in particular the cross-country day because that is one day when people can come to the Park, I just would assure the Assembly that we are working very closely with TfL. Our view on the numbers of people we can sell tickets to and their view of the number of people who can be safely delivered will come to an agreement. We have not yet sold more tickets than they would be comfortable delivering, so the question is around how many more we can sell when we come to the next tranche of ticket sales which will take place in April next year. That is a process we are going through to make sure we are properly integrated together.

**Richard Tracey (AM):** So you will not have to cut any of the people who have been allocated tickets?

**Paul Deighton (Chief Executive, LOCOG):** No. This is a very good example of why we sell so many of our tickets in the second tranche in April because the equestrian, like many of our other venues, is a new venue for the Games and is temporary. It is about making sure we understand all the constraints which go into how many people we can have in a venue, whether it is transport capability for delivery, the number of positions that TV broadcasts take up or any of all the other myriad considerations. That is why we have always held back a large number to make sure that we do not and will never sell a ticket to someone when we do not have a place for them to go. That is our primary consideration in ticketing.

**Richard Tracey (AM):** Overall, in all events, how many of the discounted £16 for over 60s have you sold?

**Paul Deighton (Chief Executive, LOCOG):** I do not know how many. I do not have it broken down by different categories within Pay Your Age, which that was a part of. I can tell you how many were overall in Pay Your Age. Remember, that was both 60 and over and 60 and under. It is 372,000, which is about 10% of the total public sales tickets that were sold. I just do not know how many within that were seniors.

**Richard Tracey (AM):** The last one from me: when will you be revealing what the route of the Olympic Torch Relay will be and which roads and which boroughs? There seems to be a certain amount of secrecy about this.

**Paul Deighton (Chief Executive, LOCOG):** Again, the background to that is of course that we have announced the overnight stops so far. At the beginning of November we will announce the stops it will take in all the boroughs it will be going through. That is the day on which each of the 33 boroughs will be there. The boroughs themselves do know our preliminary route and so that will get released when we have all agreed exactly what it will be, so it is in discussion with the boroughs now. We are not intending to be secret about it. We just want to make sure we have agreed it and have it right before people begin talking about exactly where it is going to go.

**Jenny Jones (AM):** I am a bit of an Olympics sceptic and it has nothing to do with the fact that out of all the tickets I applied for I only got one for table tennis. Obviously, that is not your responsibility. I am a bit worried about some of the legacy. But overall I am quite surprised at how few panics there have been, so it seems as if you are all doing a fairly good job.

However, I am sure you are aware that women's groups have a lot of concerns about violence against women before, during and after the Games in terms of sexual trafficking, potential violence against women athletes and so on. I know you have one or two measures in place and I wondered if you could just tell me if you are thinking about any more proactive measures. I realise it is not just you. It is all the others.

**Lord Coe (Chair, LOCOG):** No, it is a perfectly reasonable question and I know we have had a number of conversations and communications on this. We do, of course, take this very seriously. I would make the broader point that there is no obvious escalation or evidence of

escalation of this across Olympic Games. A very good example, actually, of the way this was dealt with in a very good and constructive way was during the World Cup in Germany in 2006 where there was very close work with local agencies. We have communications and discussions of course with our international Olympic committees about the broader impact of law within the sphere of their own organisations and advice to athletes, particularly female athletes, so there is a lot of work going on between ourselves, the Metropolitan Police Service and the Home Office on this and specifically through LOCOG.

**Jenny Jones (AM):** Why especially female athletes? They are not the people who are doing the abusing.

**Lord Coe (Chair, LOCOG):** No, I am just giving you an example of the broader approach that we are taking across all our client groups.

**Jenny Jones (AM):** What specific measures? I gather that you are giving an information pack to athletes, for example. That is to all athletes, presumably.

**Lord Coe (Chair, LOCOG):** Exactly, yes.

**Jenny Jones (AM):** What about training for your staff so that they can recognise potential problems and so on? Is that something that is possible?

**Lord Coe (Chair, LOCOG):** Absolutely, yes.

**Jenny Jones (AM):** That is something you are doing, is it?

**Lord Coe (Chair, LOCOG):** Yes, absolutely, in our organisation and you will find that the ODA would give you pretty much the same answer.

**Jenny Jones (AM):** You say there is no obvious escalation. Is that based on information you are getting from the Met?

**Lord Coe (Chair, LOCOG):** Partly, and also the experience and evidence from other Olympic Games and large sporting events. There is no obvious or traceable escalation in this issue.

**Jenny Jones (AM):** That is not what was expected and I assumed that that was based on other Olympics and other sporting events.

**Lord Coe (Chair, LOCOG):** No, it actually is not. I am not going to give you a blanket answer to that but, as far as we are concerned, the work and the discussions and consultation we have had, not just domestically but overseas, is that there is no obvious escalation in this issue.

**Jenny Jones (AM):** Of course, here in Britain we have very clear laws on this, which are more progressive than in many countries, so there will be visitors to the Games and so on who will have absolutely no idea of what the limits are.

**Lord Coe (Chair, LOCOG):** That is exactly why I made the point about working through national Olympic committees, 205 of them around the world, getting some of the key messaging out there about the parameters of British law and the fact that we do actually take this very seriously.

**Paul Deighton (Chief Executive, LOCOG):** We are working with the Foreign Office, actually, with whom we do a lot of work, on all the incoming visitors to make sure that all the foreign missions based here in the UK understand what our standards are and can have ways of making sure the influx of people who are coming in through their contacts understand what the standards are here and what we expect.

**Jenny Jones (AM):** Do you feel that you actually have it embedded in the whole concept of the Games so that the next Games will have the same sort of standards against violence against women?

**Paul Deighton (Chief Executive, LOCOG):** Yes. This is a really important point to us. To me, this is all wrapped up in what I call our approach to diversity and inclusion and understanding how to deal with everybody in each constituency that we have as part of the Games. The work we have done on this is regarded by the International Olympic Committee (IOC) as path-breaking. They have never really looked at it in this way and they are keen to take on to future Games the processes and the approach that we have begun to work on here. Richard Barnes is not here but we have worked very closely with him and his committee here. I really think this will be one of the most important legacies in the long-term that we will pass into the Olympic movement, absolutely.

**Jenny Jones (AM):** Thank you.

**Joanne McCartney (AM):** Just picking up on that theme, I understand that following the Athens Games the Greek Ministry of Public Safety said they saw a 95% increase in trafficking in the year preceding the Games, so there is some evidence, although that obviously depends on the particular enforcement in each country. But can I ask what input LOCOG has had into the human trafficking in London 2012 roundtable convened by the Mayor and the violence against women strategy that has been developed here, in particular the emphasis on the Games?

**Paul Deighton (Chief Executive, LOCOG):** I am not aware that we have been involved in that but I can follow up and tell you if we have.

**Joanne McCartney (AM):** That would be useful because there was a roundtable particularly to look at trafficking and the 2012 Games.

**Paul Deighton (Chief Executive, LOCOG):** We would be delighted to contribute. It is not something I was personally involved in but I will find out if we were. If there is anything we can do to support it, this is absolutely something we are delighted to do.

**Joanne McCartney (AM):** Thank you. Can I move on to security issues as well. As I understand it, inside the venues it will be our own security, G4S, who will be taking the leading

role. Outside the venues and the park it will be the Metropolitan Police Service. There is obviously a head of G4S Security, there will be someone in charge from the Metropolitan Police Service for Olympics security and then you will have your own LOCOG security head as well. If an emergency incident were to happen inside a venue, who would take charge?

**Paul Deighton (Chief Executive, LOCOG):** The police.

**Joanne McCartney (AM):** Have there been discussions about how that would take place and could the public expect a seamless transition and seamless working there?

**Paul Deighton (Chief Executive, LOCOG):** You are right. Getting these kinds of protocols right in terms of the command, control and communication structures is one of the key things that we have to both establish and then practice in the next nine months to make sure this works. The good news is that there is a very well established procedure in sporting events with the Metropolitan Police Service where their local commander knows exactly what his responsibilities are. In fact, the bronze commanders for each of the venues are already identified and in place. The way in which they assume command in the event of an emergency incident is well established and we are rehearsing those as part of the preparation for the Games. We are fortunate enough that there is a lot of very experienced police officers here who know how to run venues, so this is something we leverage off to our joint benefit.

**Joanne McCartney (AM):** Thank you. If an athlete in the Athletes' Village, for example, or a member of the public during the Games was to witness a criminal event or were mugged, who would they be advised to ring up? Would it be your security in the park or the Metropolitan Police Service?

**Paul Deighton (Chief Executive, LOCOG):** In the event of anything like that happening, the nature of the Village is that there will be many of our own people there. So, practically, they would likely find themselves talking to all the people that are supporting the teams. In the event, if it was a criminal action, we would immediately inform the police.

**Lord Coe (Chair, LOCOG):** I can say as an athlete that typically you would go to your Chef de Mission and all of the 205 national Olympic committees will have those people in place. Then of course, in the event of it being as serious as you describe, it would take its normal course.

**Joanne McCartney (AM):** So all crimes that are committed during the Games will be recorded?

**Lord Coe (Chair, LOCOG):** Yes.

**Paul Deighton (Chief Executive, LOCOG):** Absolutely, yes.

**Joanne McCartney (AM):** My final question was about the security cost. I believe the Olympic bid was originally £29 million for the cost of the civilian security guards. There have been recent press reports that that is now going to £432 million. I am just wondering if that is correct reporting or not.

**Paul Deighton (Chief Executive, LOCOG):** The original £29 million was a number included in the LOCOG budget in the bid before there was a full understanding of who paid for what and how it was classified. The arrangement under the host city contract which was subsequently signed is that the security costs are all for the account of the state. That is how it is dealt with, so you really have to blend together that small £29 million amount - which remained in our budget because that was the simplest place to leave it and we used that effectively to pay for our own security resources - with all the security spend that goes on including venue security, the policing and the other aspects of that.

You are correct that we are currently with the police and the Home Office and G4S evaluating the venue perimeter security, essentially, because that is where most of the bodies are. Think of the venues in the same way as you would protecting the airside of an airport with people who manage that process and people who protect the perimeter whether it is with patrols or looking at CCTV. There is quite a lot of infrastructure that is invested. You have CCTV. You have the X-ray machines. You have the scanners which people go through. So the people resources behind that are currently being refined between us and that is likely to be a bigger number which will utilise the operational reserve within the overall Olympic budget.

**Dee Doocey (Deputy Chair):** Thank you, Chair. I want to talk about tickets but, first, for the avoidance of doubt, could I just follow up on what Joanne [McCartney] was saying. Can we just be absolutely 100% clear: security inside the venues, any of the venues, is the sole responsibility of LOCOG and security outside the venues is the responsibility of the Metropolitan Police Service?

**Paul Deighton (Chief Executive, LOCOG):** Yes, though in answer to the earlier question, if there is an incident inside the venue, we would switch over to the police.

**Dee Doocey (Deputy Chair):** Thank you. I just wanted to be clear about that. I want to talk to you about Ticketcare. I just wondered. I have had no negative feedback at all so I would preface my question with that, but I wondered how many people had applied for companion tickets under the Ticketcare scheme whereby people who could not get to the Games without somebody to accompany them have the ability to apply for a free ticket for that companion.

**Paul Deighton (Chief Executive, LOCOG):** That is right. These are the high dependency people who are not in a wheelchair.

**Dee Doocey (Deputy Chair):** Yes, very high dependency.

**Paul Deighton (Chief Executive, LOCOG):** That is right. Thank you, Dee, for your help in refining that.

**Lord Coe (Chair, LOCOG):** Yes, we should record our thanks for that.

**Paul Deighton (Chief Executive, LOCOG):** The number who have taken it up so far is approximately 300. For the rest of the Assembly, that is alongside the 9,000 wheelchair spaces

plus 9,000 accompanying free tickets that go with them. Then there are something like 23,000 seats that we have for other accessibility needs. So, for people with vision issues, we have them very close to the video boards. For those with some mobility needs, we have the ends of rows and we have places where there are very few steps. Ticketcare is one part of a much broader strategy which we are quite proud of. We think it pushes accessibility for events of this scale to levels which really have not been reached before. We are sure it can be improved and we are delighted with the feedback, but we are actually quite proud of what we have put in place.

**Dee Doocey (Deputy Chair):** I am quite happy with that. My only concern, not something for now but perhaps you can come back to me, is I am still not clear for people with mobility problems, when they get into the park, what is available in the way of help, scooters, trains, whatever. I would appreciate a briefing on that at some stage.

**Paul Deighton (Chief Executive, LOCOG):** The principle is that there will be that help. What we would be delighted to do is work with you through the detailed operational plans so that in practice it really works for those who need it.

**Dee Doocey (Deputy Chair):** I have a couple more questions on tickets. Could you tell me how many Prestige tickets have been sold for the Olympics, leaving out the Paralympics for now?

**Paul Deighton (Chief Executive, LOCOG):** For the Prestige tickets, about 40% of their total allocation they have currently sold. That is absolutely in line with their expectation of how that would go.

**Dee Doocey (Deputy Chair):** How many is that?

**Paul Deighton (Chief Executive, LOCOG):** They are about 1% of the total or a bit less than that. There are between 60,000 to 90,000, so it is 40% of that.

**Dee Doocey (Deputy Chair):** I just wanted to check on the number of free tickets for children in the Ticketshare scheme. Sorry, I keep getting all my different schemes muddled. As I understand it, there are 100,000 tickets available plus 75,000 that the Mayor is making available, so that is 175,000 tickets. You say they have sold 60,000 Prestige tickets so far. Since the tickets for the children in the Ticketshare scheme are being funded by a levy on the Prestige tickets, are you confident that enough of these tickets are going to be sold to fund all the free tickets? If not, what will happen? Do you see my problem? There are 175,000 available and only 60,000 have been funded so far, so what will fund the gap?

**Paul Deighton (Chief Executive, LOCOG):** The short answer is, yes, I am confident it will all be fine and we will make sure it is. I should have clarified this in my definition of prestige. Prestige is the brand name for the domestic corporate programme. There is an equivalent international corporate programme which also makes an equivalent contribution and that is how you get up to the 175,000 that will be distributed to the schools. Just looking at the demand we have seen for tickets, we are completely confident that those will be properly financed.

If I had one message to the Assembly Members today, it is to get schools to sign up to the Get Set network. Many of them are on the Get Set programme. It just means signing up. To qualify for tickets they need to be on the network, which means they need to have done some things which demonstrates their commitment to Olympic and Paralympic values. At the moment the average take-up on the Get Set network across London is a little bit over 50%. By December we want to get that as close to 100% as possible because that is what qualifies the schools for access to the free tickets. For children of ten and above, we will be looking at something like getting one in eight of those children to the Olympics or the Paralympics, so that is obviously something we would like all schools to take advantage of if they really can.

**Dee Doocey (Deputy Chair):** Yes. I must admit I have a concern that not enough schools are signing up and I do not think it has been properly communicated to schools. I am not saying that schools have not had all the information. I am just saying that they do not seem to be signing up in the numbers that they should have been and more needs to be done on that. But I will leave it there for now.

**Paul Deighton (Chief Executive, LOCOG):** The main message here is to do anything you can do as Assembly Members to influence schools in your boroughs and in London more broadly to sign up. These are tickets that are available. It is the same message that we are pumping out around the UK because of course we have tickets for schools throughout the UK as well.

**John Biggs (AM):** I will start by saying that I and my group continue to very strongly support the Olympic Games and the transformational impact they will have on my constituency and the shop front they will provide for the UK and the pleasure they will bring to many people. But our job is to look at areas where there might be some challenges and three areas of questioning, very briefly.

The first is on the stadium. We cannot deal with this subject now because it is far too complex and detailed but, for the record, there is a big concern now that the decision that has been made regarding the stadium is at very high risk of creating a white elephant and that the unravelling of the deal over the stadium and the continued insistence on the mixture as was examined by Mr Tracey of uses in the legacy is at risk of jeopardising massive public expenditure when a more fundamental review of the options might need to be considered.

I had one specific question about the stadium which was about the sponsorship from Dow Chemical. I know that they have a global role in sponsoring the Olympics but given their relationship to the Bhopal disaster and Union Carbide and the fact that there is still unresolved legal action, which causes enormous distress and distaste for many people, how comfortable do you feel with them having such a high-profile role in advertising the stadium?

**Lord Coe (Chair, LOCOG):** I will not extend the pain over the stadium. Actually, the decision that the Mayor and Margaret Ford [Chair of the Olympic Park Legacy Company] and the Minister for Sport took after --

**John Biggs (AM):** The Olympic Board, which you are a member of, takes some role in this as well.

**Lord Coe (Chair, LOCOG):** It was the right decision to cut through the potential for ongoing legal challenge here and, worse than that, ongoing legal challenge that was taxpayer-fuelled.

**John Biggs (AM):** I am not disputing that. The question is what one does next.

**Lord Coe (Chair, LOCOG):** That is an issue, but I will say this. I do think it is very important that we maintain that commitment to an Olympic legacy and to a mix of tenancies in there. That is the commitment we made and that is the commitment we should see through.

On the issue of Dow Chemical, you will remember the wrap, the funding for which was actually removed during the public expenditure around a year ago. We sought commercial opportunities from that and Dow Chemical is an IOC global partner and that is exactly where we are.

**John Biggs (AM):** So no consideration has been given as to whether this is appropriate at that level of high-profile advertising?

**Paul Deighton (Chief Executive, LOCOG):** Firstly, all of the partner suppliers we use go through a rigorous process which includes that kind of consideration. This was no different. Everything we do complies with our own sustainability code. We are obviously very sensitive to the issues around Bhopal. I am not sure what everybody understands. The issue is that Dow neither owned nor operated the plant at the time. They acquired Union Carbide many years after. There is ongoing litigation but it is really to do with the Indian Government which is responsible for the ongoing remediation. All the work we have done so far leaves us comfortable that Dow has handled that satisfactorily.

**John Biggs (AM):** Following from Dee Doocey's question about corporate sales of the high-value packages, is there a risk in your mind that you will not achieve your target of sales?

**Paul Deighton (Chief Executive, LOCOG):** There is a risk but it is one that we are comfortable absorbing. Compared to many of the other risks, it is a relatively comfortable one, given the success we have seen in our ticket sales programme, yes.

**John Biggs (AM):** You are saying there is a very low probability of there being a financial outcome which would be troubling for you in terms of your overall package?

**Paul Deighton (Chief Executive, LOCOG):** Just looking at our revenues, you are right. One of the big challenges for an organising committee is that we have to manage both our costs and our revenues because we are responsible for driving down the costs and pushing up the revenues and getting them to land in harmony.

On the revenue side, we have committed now over 90% of the revenues that we require. Of approximately £200 million we have left yet to secure, about half of that is from remaining tickets and about a quarter of it is from the sale of merchandise which typically does happen at Games time, so that is three-quarters of the total remaining. The others are all bits and pieces. In both those cases, we have done everything we can conceivably do to bring forward the

securing of the revenues. The evidence we have so far in each case of our open exposure would tell us that those are very well under control.

**John Biggs (AM):** The risk which always exists that the Government may have to meet any shortfall in income, you think, is vanishingly small, very manageably small or unlikely to crystallise?

**Paul Deighton (Chief Executive, LOCOG):** Yes. We are continuing to manage our budget so that the costs fall within the envelope of our revenues, absolutely. Every day, we continue to drive up revenues and drive down costs.

**John Biggs (AM):** Finally, on employment and skills, can you tell me how many of the 70,000 Games Makers will be coming from the host boroughs?

**Paul Deighton (Chief Executive, LOCOG):** I do not know yet because we have not even interviewed half of the ones we are going to interview.

**John Biggs (AM):** Do you have a target?

**Paul Deighton (Chief Executive, LOCOG):** We have a target for our overall workforce that we will hit a zone between 15% and 20% from the host boroughs, so that is the overall workforce, which we think is the right way to do it. Currently, I can only measure the LOCOG workforce because that is the only one we have and we are beyond the top end of that zone, so we are already at 21%. That is a result of enormous effort and focus on our part and work with the host boroughs to bring that about. We are doing the same thing in every tranche of our workforce.

**John Biggs (AM):** If I am a long-term unemployed local person who secures a role as a Games Maker, what useful evidence or certification will I have at the end of the Games that will help to raise my employability?

**Paul Deighton (Chief Executive, LOCOG):** I would say a couple of things. Firstly, as a local unemployed person, I would also consider the contractor jobs because with those will come very specific role training.

**John Biggs (AM):** Let us assume you have gone for that and it has not worked out, so you go for Games Maker and people say, "This is a damn good thing to do", and at the end of it you say, "It was a couple of weeks off the sofa but I didn't get much out of it". How do you answer that?

**Paul Deighton (Chief Executive, LOCOG):** They will be able to say and there will be proof that they were a volunteer, a Games Maker, at the Olympic Games and they will have had training from us. It depends on which particular role they get because we have a range of different roles but in particular in handling people. Customer care is the principal skill that they get training and practice in. My personal feeling - and we have seen this with evidence from past Games and the Manchester Commonwealth Games is a very good example of this - is that

the pride and confidence which comes from having been a core part of delivering the greatest thing that is happening in your city in your lifetime is an enormous step forward in building their confidence and bridging them into the workforce.

**Lord Coe (Chair, LOCOG):** Can I just make two very quick points. Paul alluded to that evidence. The overall number that we are currently interviewing, we had 250,000 people and that has now dropped to 100,000 interviews. Those interviews are still going through. But about 40% of the people that we have now interviewed have never volunteered before and we expect - a very important legacy - a good chunk of those to remain in volunteering programmes.

To be very specific about the broader implication, if you look at something like our Personal Best programme which we run through London, I can tell you that some 4,500 Londoners have been through that process, 90% of them through long training programmes. Off the back of that, 40% have gone into fulltime training and about 15% or 20% have actually gone into employment.

**John Biggs (AM):** Thank you.

**Roger Evans (AM):** Regarding the next round of ticket sales in April, what lessons have you learned from the last round?

**Lord Coe (Chair, LOCOG):** That this country is a country that really gets sport. The demand is high. The demand for the next round will be high and, as Paul explained, they are what we call contingency tickets. They are the tickets that will be available once we understand our venue plans and a number of things including opening and closing ceremonies. But the key lesson is that we know that there is a huge demand and, mercifully, we will deliver on what we committed to, which was to have full stadia.

**Paul Deighton (Chief Executive, LOCOG):** It is a very different process. As you will recall, we had 1.9 million people who applied in the first round. Between that and the second-chance sales, 850,000 of them were successful or partly successful in their applications, so 850,000 of the applicants received some tickets. That leaves us with about a million who did not get tickets. One of the promises Seb and I made at the time was that we would look at ways in which those who applied, whom we like to think of as our core fan club for the Games, would be given the best possible chance to get tickets in subsequent rounds. We are looking at a way of prioritising those million so they have the first opportunity to get tickets, of which there will be something like a million in the next round. The first thing we have learned is we want to take care of the people who have really committed so we get something like two-thirds of the original proportion of applicants in there.

The second round will be very different to the first because it will not be a lottery. We will run it as a live on sale, just as you would when you are buying tickets for a concert. We obviously need to make sure that system is robust and a lot of work and testing is going on with that at the moment.

The other thing that will be important is that certainly for that first opportunity granted to those who were unsuccessful in the first round we will clearly look at quite strict ticket number allocations so that the million tickets or so that are available get spread across the maximum number of people. Of course, there is always a debate about whether that should be two tickets, four tickets or six tickets depending usually on how big your own family is. People with a family of five get very irritated when we say nobody can have more than four. But those are the kinds of considerations that will come into the second round which do feed off our experience from the initial round.

**Roger Evans (AM):** Thank you. That is quite reassuring. How many tickets do you expect there to be and will they be spread across all the sports and events?

**Paul Deighton (Chief Executive, LOCOG):** Yes. I should reiterate just so you understand all the processes that are involved. As you know, we have just finished our first round of Paralympics sales as well. In December this year, we will go on sale with all the currently unsold tickets. Those unsold tickets represent about 1.6 million or 1.7 million football tickets – the only sport with unsold tickets – from the Olympic Games and about one million tickets from the Paralympic Games. We have sold about one million of the two million that are available, which we were very pleased with. Those go on sale in an online live system in December where anybody can apply.

In April, we should be in a position to release approximately one million tickets across just about everything, spread by both sport and pricing category. Those will be put on sale online. Subsequently and really right through to the Games, we will continue to release tickets as we become more and more certain about exactly how many tickets there will be. Really, adhering to the principle I had outlined in answer to Mr Tracey's question, we never want to be in a position if we can possibly manage it of selling a ticket that we then have to take away because we need a TV camera or a safety exit there, which is always a big issue when you are constructing so many of these venues either from scratch or as temporary venues.

**Roger Evans (AM):** What about the availability of tickets for high-demand events? What percentage of the 80,000 places for the Opening Ceremony will be available for sale to the public in total?

**Paul Deighton (Chief Executive, LOCOG):** You have picked the one that is, frankly, the hardest to predict at the moment because we are working through --

**Roger Evans (AM):** Sorry about that.

**Paul Deighton (Chief Executive, LOCOG):** It is the blue ribbon event.

**Roger Evans (AM):** A lot of other people will pick it as well, so that is the reason I have asked about it.

**Paul Deighton (Chief Executive, LOCOG):** No, I understand why you have picked it. It is just impossible to define the exact numbers at the moment. This is why we cannot put any

more tickets on sale until April. The Opening Ceremony is the world's biggest television event. This is how most people, virtually everybody in percentage terms, consumes the Games. Working out all the camera positions, the TV positions, the press, the broadcast takes a massive number, tens of thousands, of seats out. I always describe it as, 'where is the elephant going to sit in the second half of the Opening Ceremony?' How many feet do you have to clear for health and safety reasons because of the nature of the firework display that you put in place? All of this is really being worked through now. Then we have a massive influx of VIPs, heads of state who will, again, take tickets away from that.

So, by the time you have worked that out, you are then left with the net amount and that will determine the numbers that we can go on sale with in April. Then there will continue to be others that we will release. The way we think of our job is how do we keep pulling those tickets back? How we can make certain of a seat that we can then sell? That is how our ticketing people operate and that will continue to happen right through until July, frankly.

**Kit Malthouse (AM):** You talked about this mobilisation of people. When are your drop-dead dates that you are going to review and say, "We are not going to make it"? When are the dates that we should be worried that you think your accumulation of the numbers is not on schedule? There will become points where you say, "If we get to Christmas and we have not hit X, then plan B has to kick in".

**Paul Deighton (Chief Executive, LOCOG):** The way we approach that is to put in place contingencies we can draw on if the core workgroups are not in place. Firstly, I have no problems with the Games Makers because we already have them lined up. They are being interviewed. It is inconceivable to me that we will not hit 70,000.

**Kit Malthouse (AM):** But is this not presumably a bit like mining coal. You will hit a bit of a good seam of people and then you will hit a seam of people where you get a higher fallout.

**Paul Deighton (Chief Executive, LOCOG):** We have already interviewed 50,000 and we have not only hit a good seam of coal but we have hit gold. The problem is turning them away, not hiring them. Frankly, we define our challenge there as managing disappointment. We have deadlines month-by-month so we will know the moment it falls behind and, when it falls behind, we can take the remaining 100,000 who have not been called to interview, so we can keep drawing on the super reserves we have and replenish them. We have enough capacity to make that work.

**Kit Malthouse (AM):** There is no possibility that you could get to March or April and be short?

**Paul Deighton (Chief Executive, LOCOG):** No, I cannot see how that would be the case. We have so much in reserve on the Games Maker side that we will continue to replenish and we will just monitor it so carefully. As I say, all the anecdotal evidence is dealing with the people. These are the people who most want to be part of the Games and some of them are not going to be part of it. That is a bit like dealing with disappointed ticket applicants. The contractors are more of an issue.

**Kit Malthouse (AM):** Presumably, you are building an element of resilience because there will be a percentage who do not show up or things happen in their lives.

**Paul Deighton (Chief Executive, LOCOG):** Yes.

**Kit Malthouse (AM):** What kind of percentage are you effectively over-recruiting?

**Paul Deighton (Chief Executive, LOCOG):** We actually have a model which we would be delighted to take you through because we build in the resilience of each stage of the pipeline. We built in the resilience to the number that we expected to come into interview and we see attrition there and it leads to us having a 10% or 20% surplus at the end, which again we manage at the final minute. So, at each stage, we reduce the risk because, if you look at past patterns, people drop out at different stages. You call some for interview and you have 10% or 15% who do not come to the interview but we have built that in so you keep replenishing that. Then you will have a smaller number who will not show up to training, so we have built the surplus in for that. By the time you actually get to Games time and they have been through all of that, the falloff then becomes quite small. The bigger challenge is to get them to only work their shifts. At test events, for example, we had turn-up rates from volunteers of over 100% because we could not get them to go home when they were supposed to be off-shift, so it is getting them to rest and be up for it.

**Lord Coe (Chair, LOCOG):** That is the experience from other Games as well.

**Kit Malthouse (AM):** But obviously, if you look at the Metropolitan Police Service where we have 50,000 people, between now and the Games things change in people's lives. You will get a percentage where things happen and they are not able to fulfil their obligation. But you reckon you have built enough resilience in to deal with that fallout but also in immediate situations? You will obviously have groups of volunteers who are working together. It is not fanciful to say you may end up, for instance, with a very nasty cold or something like that that goes around a group of people and they all cannot show up. All of that has been catered for in the number of people you have?

**Paul Deighton (Chief Executive, LOCOG):** We have built that resilience in. The bigger challenge probably will be in specialised elements of the contractor workforce. You basically do two things to manage the risk. One is you build in resilience but the second is you hire early. The challenge is to get somebody to commit today to a temporary three-week job in July. There is a very considerable chance of drop-off. So when we work, for example, with our cleaning contractor who has enormous experience in this, they build in massive resilience and expect very significant drop off and hire way above their need to look at that. Then we do some other things. We have just started a programme called The Summer Job of Your Life for university students who will be put in a pool to put into these contractor jobs. In the first week we had about 10,000 people signing up. Putting in place those kind of schemes to build another level of contingency is all part of our planning process.

**Kit Malthouse (AM):** Just to be clear on that, certainly all the paid jobs are London Living Wage compliant, are they not?

**Paul Deighton (Chief Executive, LOCOG):** Yes.

**Kit Malthouse (AM):** The final question and it might be a small one is to ask about Wenlock and Mandeville [mascots for the Olympic and Paralympic Games]. I have not seen an awful lot of them around town. How many people have taken up the £800 offer of a visit?

**Paul Deighton (Chief Executive, LOCOG):** I do not know.

**Kit Malthouse (AM):** I have seen the little badges start to appear in Tesco and that kind of thing but I have not actually seen them.

**Paul Deighton (Chief Executive, LOCOG):** Their next film is being released nationwide in big chains of cinemas, so you will be able to catch up with them.

**James Cleverly (AM):** Thank you, Chair. I am really just following up a little bit with regard to the volunteering. I speak to members of the Reserve Forces fairly regularly and they are preparing themselves psychologically and their local commanders are preparing themselves in terms of getting mattresses on floors in Territorial Army Centres around London. Is there a formal relationship in place? Are they going to be called upon? Is there a trigger event or a trigger point or can they all be told to stand down and enjoy their summer?

**Paul Deighton (Chief Executive, LOCOG):** One of the things that we are looking at together with the Home Office and the Ministry of Defence given the large number of security guards that will be required and as a way of dealing with the resilience we want to build in that Mr Malthouse has referred to - you would expect us to consider all our options - is looking at the military and we would draw on the reserve as absolutely one of those options.

**James Cleverly (AM):** Thank you.

**Richard Barnbrook (AM):** Good morning, gentlemen. A bit more upbeat, away from these sort of discussions. I have two questions, both relating to prior and post legacy with regards education. What sort of programmes do you actually have in place at the moment, outside of the invitation of free tickets for young people at schools to actually attend the Games that deal with education? What can children both at primary and also at further education get involved with?

**Lord Coe (Chair, LOCOG):** Paul very briefly touched on the Get Set network, which is a part of our Get Set programme. It is our educational programme and, very simply, we have something like 19,000 schools now that in one way or another are signed up to that UK-wide. A good chunk of them are in London but, as Paul said, we could do with more in the network to access the tickets. But very simply put we use that programme to drive the values of the Olympic and Paralympic Games: courage, friendship, respect and determination. We do not

tightly prescribe how those are driven into schools. We allow pupils in the classroom and the college setting to decide what is most applicable, so we have that.

We drive a lot of things off the back of that. For instance, we had to table to Olympic Truce the other day in the United Nations. We are delighted to say we had a full house, the greatest number of assembly nations that have ever supported that. But, for instance, within the Get Set programme we have what we call a Truce Strand that will help young people understand the nature of conflict, conflict resolution and issues about peace, so it is a very broad-ranging programme.

**Richard Barnbrook (AM):** I have just returned from Barcelona. This is relating to a visual legacy. If you go to Barcelona after the Olympic Games there, pretty much in all parts of the city there is some sculpture or three-dimensional representation of the Olympic Games. Is there anything planned for London?

**Paul Deighton (Chief Executive, LOCOG):** Yes, the transformation of east London, a new city in an old city, extraordinary venues and landscaping, all the things that you are familiar with. There is a large piece of public art which you will also be aware of and inspired by this place. But, no, there will be plenty of tangible evidence that the Games have been through London in exactly the same way they are in Barcelona. In fact, you have chosen the right example because Barcelona probably to date is the best example of an urban legacy from an Olympic Games.

**Victoria Borwick (AM):** Traditionally in Britain we have taken our Thermos and our picnic and our sandwich to a sporting event and that is going to be something that needs clarifying. Also, if you are going as a family, are you going to have to have five little 100ml bottles of sunscreen or can you have one family bottle between you? Flexibility is what I am asking about.

**Paul Deighton (Chief Executive, LOCOG):** Our approach to all that is it is not a food or a sunscreen policy. It is actually about security and queuing and all the other things that operationally we will want to make sure of. On the water issue, there will be free water available inside the park and at the venues. We are really saying to people to be sensible about this. You will reduce dramatically your queuing time if you do not pack huge amounts of food and you will only be allowed 100ml of water.

**Victoria Borwick (AM):** So they can still bring a sandwich?

**Paul Deighton (Chief Executive, LOCOG):** Absolutely. But what we are saying is that this is not about a food policy. This is actually just about swift access and egress from our venues.

**Victoria Borwick (AM):** So if you need a cheese and pickle sandwich on the way, you can take one?

**Paul Deighton (Chief Executive, LOCOG):** Yes, but there will be plenty of opportunities.

**Victoria Borwick (AM):** And the sunscreen?

**Paul Deighton (Chief Executive, LOCOG):** No, it will be 100ml.

**Victoria Borwick (AM):** Thank you.

**Steve O'Connell (AM):** Very quickly on an item mentioned earlier, Andrew Boff and I and others met with the End Violence Against Women Coalition last week and they made a positive suggestion with reference to the packs that you are letting athletes have. I understand that LOCOG have made bookings with 30,000 or 40,000 hotels and equally Holiday Inn is one of the sponsors. It was a suggestion that either those packs or part of those packs could be placed within those hotels so visitors could also be able to access that information. Does that make some sense?

**Lord Coe (Chair, LOCOG):** Yes, that is a perfectly reasonable observation.

**Murad Qureshi (AM):** This should be directed at Paul, being the ticket man. I note your response to Roger [Evans] but our Economy, Sport and Culture Committee did make a recommendation that LOCOG should publish the numbers of tickets at each price point for each event when the public sale starts. We did not have that in March. Are we going to see sight of that in the future at any time?

**Paul Deighton (Chief Executive, LOCOG):** What we have to do is figure out exactly how many we have so it will be bearer Games time. We will not be ready to do that in March. It will have to be after the second application. Frankly, this will be a process that goes on right up until Games time.

**Murad Qureshi (AM):** I just had the impression from your response to Roger that you are actually quite embarrassed about the number of public tickets actually available at the higher price concessions --

**Paul Deighton (Chief Executive, LOCOG):** No, not at all.

**Murad Qureshi (AM):** -- apart from the Opening Ceremony which has a particular appeal to particular people not to sports fans like myself. Should you not be more open about what is actually available when people apply?

**Paul Deighton (Chief Executive, LOCOG):** We are happy to when we have established what the numbers are. But it will not make any difference to when people apply because the tickets in an online system will just be available until they run out and then we will keep providing more as we define the final space, so it will not make any difference to the people applying. That is why we were not able to do that.

**Murad Qureshi (AM):** I am familiar with how other people move their tickets and some of the football clubs do it in a particular way. They allow ticket exchanges and there have been people who have ended up with tickets they did not really want. What measures are going to be in place to allow fans to exchange tickets between themselves as is done in most other events?

**Paul Deighton (Chief Executive, LOCOG):** Yes, we will have a resale portal so we will buy tickets back.

**Murad Qureshi (AM):** You will buy tickets back?

**Paul Deighton (Chief Executive, LOCOG):** We will resell tickets for people, so on the assumption that there is a market and someone wants to buy them, we will take them back. We are not going to buy them for our own account but we will buy them back and resell them to other people on the assumption that they will need them. So, if people do have tickets that for whatever reason they have now decided they do not want or they are ill or they have been called out of the country, we will make sure. One of the reasons we have done that is of course to avoid anybody being tempted to go to a tout.

**Murad Qureshi (AM):** Have you had much of that so far with the tickets sold up until now?

**Paul Deighton (Chief Executive, LOCOG):** No, but the ticket resale facility is not available. That will be available early next year. We really have not had requests for that yet.

**Murad Qureshi (AM):** It sounds as though people do not know about it.

**Paul Deighton (Chief Executive, LOCOG):** I would be surprised if we get many people trying to sell us their tickets back but we may. If we do, we will facilitate that.

**Murad Qureshi (AM):** The issue that they have tickets that they do not actually want and they need ways of moving them on to people who do.

**Paul Deighton (Chief Executive, LOCOG):** Yes, we will facilitate that.

**Tony Arbour (AM):** Will any security staff be attached to national teams and given access to the Games? That is the question. Will any teams bring security staff with them that are given access to the Games?

**Paul Deighton (Chief Executive, LOCOG):** The honest answer to that is probably yes but that is still clearly a matter of discussion with our security team.

**Tony Arbour (AM):** Will they be armed?

**Paul Deighton (Chief Executive, LOCOG):** That is still a matter for discussion. That is not a decision that LOCOG would be making.

**Tony Arbour (AM):** So it is not impossible that they would be armed? It is possible, therefore, that armed foreign police or armed foreign security will be at the Games?

**Paul Deighton (Chief Executive, LOCOG):** I am certainly not speculating on that. That is not an appropriate response from an organising committee.

**Tony Arbour (AM):** It is something we would be very unhappy to see.

**Paul Deighton (Chief Executive, LOCOG):** That is something that you may want to investigate.

**Mike Tuffrey (AM):** You said earlier that you were not being secretive about the Olympic Torch route but are you not being quite coy about the location of the flame within the stadium? When will we know about that?

**Paul Deighton (Chief Executive, LOCOG):** We are being coy about where the flame in the stadium will be because that is still being worked out.

**Mike Tuffrey (AM):** When will we know?

**Paul Deighton (Chief Executive, LOCOG):** Probably on the night of the Opening Ceremony.

**Jennette Arnold (Chair):** Thank you very much for your detailed responses to the questions.

**London Assembly (Plenary) – 19 October 2011**

**Transcript of Item 3: Question and Answer Session with the Olympic Delivery Authority**

**Jennette Arnold (Chair):** Can I ask the Assembly to welcome to the meeting the Chairman and Chief Executive of the ODA, John Armitt and Dennis Hone, and Mark Evers, Director of Games Transport, TfL, who will be assisting with questions relating to Olympic transport. Mr Armitt and Mr Hone, the question to you both:

*“What can we learn from the successful completion of the Olympic Park and what, if any, are the missed opportunities that could be learnt from? What also do you consider to be the key challenges facing the ODA?”*

**John Armitt (Chairman Olympic Delivery Committee):** In terms of what has helped us to, as we have done, be able to deliver on programme and within budget, then fundamentally it is the way in which a deadline focuses people’s attention and the recognition by everybody and all the stakeholders, particularly Government, on the necessity for making quick decisions and decisions on time. Nobody wants to be the agency or indeed the individual contractor who is seen as being the cause of delay, so that has helped considerably.

The fact that the budget was thoroughly reviewed and then a sensible contingency was included in the budget helped because you make better quality decisions when you are making decisions against a sensible budget as opposed to constantly trying to cut corners, which sometimes can then lead to further problems down the road. You think you have saved money one minute and then you finish up spending more subsequently.

The overall self-belief and the vision that so many people have had in the Olympics has undoubtedly helped. We have received an enormous amount of support from business, from all the different stakeholders, from the boroughs, from people like yourselves. That makes an enormous difference, I think, to how these sort of schemes are taken forward. So, often when we look particularly at major infrastructure or major energy programmes, there are always very conflicting views and, therefore, it is difficult to drive a consensus. I think we have been fortunate on the Olympics in having this consensual approach to this is something which the country, and London in particular, is going to deliver and everybody wants to be proud of. I think when you have that background to a scheme it undoubtedly helps.

I think procurement process which we adopted turned out to be a good one. We have not had a significant commercial dispute. We have already settled some of the final accounts. That I think has been worthwhile. It is worth mentioning, we have pulled together and announced a couple of days ago our learning legacy. So, in fact, what we have learnt we have now put on to a single website which is available to absolutely anybody. We have brought along today for Members of the Assembly a small brochure which actually takes you through that, so you do not have to go on the website, you can see what the key issues and the key themes are. We have

looked at ten different themes and then people have written up - well, 250 separate documents have been prepared - which are now on the website for people to pick up on what we have learnt. I think overall it has been a very positive experience and one which, as I say, I hope all the different learning aspects can be picked up by people procuring major programmes, public or private sector, but particularly the public sector, in the future.

**Dee Doocey (Deputy Chair):** The ODA's record on buildings and all that is associated with it and contracts has been particularly good, so I do not have any specific questions on that area. I do have some questions on Olympics transport and perhaps Mark [Evers] could help a bit with the responses.

You are on record as saying that London will not be brought to a standstill, but the bid book said that during August the transport journeys are reduced by 20% and that the Olympics would only add 5%. So in theory, there should be a 15% gap. But then recently you have said that you needed a 30% reduction in journeys. I was just trying to reconcile those two. In theory it would look as though the figures that were in the bid book were very, very incorrect. I just wondered how confident you are in the figures that you have put out now?

**Mark Evers (Director of Games Transport, Transport for London):** The figures in the bid book refer to the observed reduction in traffic on the road network. The year before that particular submission was made, and it indicated, there was approximately a 20% reduction in traffic, and we saw something similar on the public transport network as well. That varies year on year, but every summer we do see a reduction in overall demand during the summer months, somewhere between 10% and 20%. For reasons of being prudent we are planning on there being somewhere in the vicinity of a 10% reduction in overall transport, as a result of just the summer period and people doing things differently.

Having said that, we are now getting through the very detailed information from London Organising Committee for the Olympic Games and Paralympic Games (LOCOG) and the ODA are helping us, in order to translate their ticket sales through to the anticipated additional demand that we will see on the transport network as a result of the Games next year. We are also getting through a lot of additional information around the different cultural events that are taking place in London as well. Putting all of that together, we are now starting to get into a situation where we are understanding what the unconstrained demand starts to look like in London. I think it is very important to point, as you start to look at that, that every single day at the Games is very different. The reduction --

**Dee Doocey (Deputy Chair):** Sorry, I have a real shortage of time, so if you could speed up a bit.

**Mark Evers (Director of Games Transport, Transport for London):** Absolutely. Every day is different. We are getting the information to hand that suggest that in some parts of London you do not need to see any reduction whatsoever. In other parts of London, such as the area around here, London Bridge, Bank, Canary Wharf, the City of London you will need to see a significant reduction in transport demand. Overall, around about 30% is an average figure, but it is something which individual businesses need to look at, their specific location on each day

during the Games. We are making available the information that sets that out next month so that businesses can plan ahead.

**Dee Doocey (Deputy Chair):** So just to be clear, instead of having a headroom of 15% we now have, if you like, a deficit of 30%

**Mark Evers (Director of Games Transport, Transport for London):** It is unhelpful to think about London as a whole on that basis because what we --

**Dee Doocey (Deputy Chair):** I was just thinking of it how it was put in the bid book. The bid book said a 20% reduction during August, but only a 5% increase that would account for Olympics traffic. That means there was 15% spare. What you are now saying is not alone is there not 15% spare, there is 30% less.

**Mark Evers (Director of Games Transport, Transport for London):** What we are saying is that on --

**Dee Doocey (Deputy Chair):** Is that a turnaround of something like 44%? I am not a chartered accountant.

**Mark Evers (Director of Games Transport, Transport for London):** No, it is not. What we are saying is that on certain parts of the transport network there will be significant additional demand. That is because of where venues are located and the flows that --

**Dee Doocey (Deputy Chair):** Yes, I understand the point you have made. OK. I go back to the fact that the figures that were in the bid book, I am not going to say they were completely wrong, I am just going to say that they are totally different now than what was anticipated then. What happens if the figures that you have now, done on all you modelling, are incorrect? Are there any financial penalties in place for senior TfL staff, if you get it wrong and in fact London is completely gridlocked?

**Mark Evers (Director of Games Transport, Transport for London):** We are continuing to work with all partners in order to make sure that London is not gridlocked.

**Dee Doocey (Deputy Chair):** But are there financial penalties for senior TfL staff if it is?

**Mark Evers (Director of Games Transport, Transport for London):** There are performance payments for all senior TfL staff that reflect performance during the Games, and if transport does not work --

**Dee Doocey (Deputy Chair):** Sorry, you are not answering the question.

**Mark Evers (Director of Games Transport, Transport for London):** If transport does not work during the Games then yes, that will be taken into account when looking at the specific payments made to senior TfL staff. But we are confident that the transport network will work.

**Dee Doocey (Deputy Chair):** Right. Rather than asking you to do it now, could you possibly write to me, and I am sure other Members would like to see it, explaining how it will actually work. If London comes to a standstill how that will affect performance payments to TfL staff?

**Mark Evers (Director of Games Transport, Transport for London):** Certainly.

**Jennette Arnold (Chair):** If that could be sent to the Assembly we will disseminate that.

**Dee Doocey (Deputy Chair):** Yes.

**Darren Johnson (AM):** Still on the transport theme and the Olympic Route Network (ORN). If we want Londoners to change their travel habits during the Olympics so our roads do not get completely clogged up with traffic, does it make sense to ban cyclists from the Games lanes on the Olympic Route Network?

**Mark Evers (Director of Games Transport, Transport for London):** I think you make a very good point that it is only Games lanes where vehicles other than Games family are not able to use it. All vehicles are able to use the ORN. Looking specifically at Games lanes, they account for only one-third of the ORN, which itself only accounts for 1% of London's roads. So it is a relatively small part of London's road network. Of those Games lanes, 95% are in the off-side lanes. They are away from the kerb. We know that from working with cyclists in London that is not the position that most cyclists seek to travel in. On those parts of the network where we have to have Games lanes on the kerb side, we are working to ensure that into the traffic regulation orders that we are putting in, that there will be in as many places as possible allowances made so that cyclists can make use of those Games lanes.

**Darren Johnson (AM):** I mean in normal times that is true, but given that these Games lanes will be relatively free of traffic, compared to the other ones being clogged up, then they may actually be more attractive for cyclists to use and may help the cyclists get around, just as they would normally use bus lanes during normal working times.

**Mark Evers (Director of Games Transport, Transport for London):** I think we have to go back to understanding the purpose for Games lanes in the first place. They are about achieving two things. Firstly making sure that the Games family are able to travel between venues quickly, but most importantly --

**Darren Johnson (AM):** Cyclists are not going to slow them down, are they, in those lanes?

**Mark Evers (Director of Games Transport, Transport for London):** Well in certain circumstances they will do and they will add to congestion. These lanes are not going to be empty; they are going to be filled with buses and cars moving the Games family around. Importantly, you need to have a method by which you can move the Games family around so that the rest of London's transport network operates as well, so it is important for both of those reasons.

**Darren Johnson (AM):** If you are going to apply this rule on the Games lanes to cyclists as well as to other non-Olympics vehicles, how are you going to enforce that for cyclists? Because I understand with other vehicles you are going to use camera enforcement. You cannot use camera enforcement for cyclists, can you?

**Mark Evers (Director of Games Transport, Transport for London):** The starting point is that we need to work with cyclists to ensure that they understand what is required of them during the Games and that they should not make use of the Games. We do not want to have to enforce. We want people to comply. Where we need to, TfL and the police will be working on those parts of the Games lanes that feature on the TfL Road Network (TLRN) and with the boroughs to enforce on Games lanes which feature on the borough road network. We will have police and other enforcement officers out there stopping cyclists if they do make use of Games lanes.

**Darren Johnson (AM):** We will also see as a result of the changes with the ORN, there will be changes to junctions and traffic flow and so on during the period of the Games. Will you be carrying out a full audit of the cycling implications of that in terms of safety and will you be working directly with cycling organisations in London to minimise danger at those junctions?

**Mark Evers (Director of Games Transport, Transport for London):** Yes, we have a good relationship with the cycling groups and throughout the Games we will continue to monitor to make sure that we understand how the impact is affecting cyclists and we will track to ensure that we understand where there are problems. I think it is something that we will be going out and every evening checking to see whether or not we need to make small tweaks to things like traffic signal timings that you suggest to make sure that the ORN as a whole continues to function as effectively as possible.

**Darren Johnson (AM):** So you will be carrying out a full audit of the safety implications beforehand then?

**Mark Evers (Director of Games Transport, Transport for London):** I am almost certain that that is already taking place as part of the preparation for the consultation process, but I will confirm that that has happened and I will come back to you.

**Darren Johnson (AM):** If you could confirm that in writing that would be useful. Many thanks.

**Valerie Shawcross (AM):** We all, like you, want a safe and successful Games, but of course we also want London to carry on functioning to a good and necessary degree. Can I ask you about two things? One is about the congestion hot spots on the public transport network and then the other just a couple of points about the ORN.

I think that you have identified something like 25 congestion hot spots on the public transport network, and there is some suggestion that waiting times to go on to services such as the King's Cross Javelin train could be extensive. What arrangements have you got in place for ensuring the safe management of pedestrian movements, passenger movements, around

stations and interchanges? In particular, in case there needs to be evacuation, because I am quite conscious that there are some major interchanges where the management of those interchanges does not seem very joined up because there are multiple providers within those interchanges.

**Mark Evers (Director of Games Transport, Transport for London):** Every single station that will be affected by the Games is having its station operating plan reviewed to ensure that it is fit for purpose and that it incorporates any changes that might be required in order to deal with greater flows of passengers than what we would ordinarily experience. As part of that process those operating plans, especially at those interchange stations, are being shared with Network Rail and the train operating companies to ensure that they are peer reviewed and that they do join up, so that we have a consistent response to things, if there is the requirement to evacuate a station. Those plans have all been drafted and they are in that peer review process as we speak.

**Valerie Shawcross (AM):** Do you have contingency plans in place, for example if the crowding is so intense that it is dangerous and also in case what is predicted does not quite happen? I mean I understand TfL is quite good generally at modelling impacts but if at the start of the Games it is not shaking out as you expected at a strategic level how would you be able to shift people and arrangements around?

**Mark Evers (Director of Games Transport, Transport for London):** As you describe, we have got in place some detailed work now to ensure that we understand where the hotspots are and that through travel demand management we will mitigate those as much as possible. But should something unexpected eventuate during the Games, we will have in place at all stations additional staff, in order to help provide information to travellers and to ensure that those particular stations are managed in a safe way. One of the important things, with respect to transport during Games time, is that for the first time there will be a transport coordination centre. It is one hub that brings together all of the different transport operators in London, so that they can share information and make sure that members of the public, whether they be spectators travelling to events or whether they be Londoners going about the day-to-day business have up-to-date travel information. Through that, if there is a problem on one part of the network we will be able to direct people in real time to other parts of the network, using media outlets but also using our own website and various other mobile applications during the Games.

**Valerie Shawcross (AM):** Quickly on the ORN: I feel there are a lot of problems which people have not yet anticipated. I am quite concerned about the removal, temporarily of, I think, up to 51 pedestrian crossings around the ORN. Two points: 1) is there any prospect that the number of pedestrian crossings being removed could be burned back and that there could be a lesser impact on local communities and pedestrians? And 2) in the locations where you are removing pedestrian crossings temporarily, what are you doing to direct people safely to alternative disability accessible crossing locations?

**Mark Evers (Director of Games Transport, Transport for London):** OK. We recognise that it is not ideal to have to close pedestrian crossings in order to facilitate the Olympic Route Network.

**Valerie Shawcross (AM):** It is awful. It is not just not ideal, it is awful.

**Mark Evers (Director of Games Transport, Transport for London):** In recognition of that, as part of the consultation process and as part of our design process, we have actually reduced the number of crossings that have to close or move location from over 130 down to the number that you said. As part of the ongoing efforts to design the network and to optimise the network we will obviously look for ongoing opportunities to put back in some of those pedestrian crossings where we think that it is possible to do so. We are still getting through information from LOCOG around Games family vehicle demand. As we get better information on that we will understand exactly how hard the ORN and Games lanes need to work. If there is not a requirement to take out a pedestrian crossing of course we will put that in. It is about ensuring that the ORN is proportionate and works for both the Games family and for Londoners.

In those instances where we do have to take out pedestrian crossings, where the closures are in place they will very clearly be barricaded off. There will also be information there directing people to the nearest crossing. Where there are tactile pavements currently that are indicating that that is a crossing point for people with visual impairment that will be covered over, so that there is not an opportunity for that to happen. We are engaging with the various disability groups to make sure that we can provide information to people who use those crossings in advance of the Games, but also there with things at the actual crossing itself to make them aware of where the nearest crossing points are. So it is important to both have in place something before the Games to ensure that people are aware, but then at the actual point of use as well to direct people as well.

**Valerie Shawcross (AM):** Last question. Peter Hendy [Transport Commissioner for London] indicated, I think, when he came to the Transport Committee, that impact on freight movement deliveries was probably one of his biggest areas of concern. What do you think are the major outstanding unresolved problems in ensuring passage of freight and deliveries around London?

**Mark Evers (Director of Games Transport, Transport for London):** I think Peter is correct. He does see freight as being one of the big challenges that we need to crack. In part it is about ensuring that we reach out to businesses large and small and they start to plan now to understand exactly what types of deliveries that they take. I think for many businesses taking deliveries is just an assumed part of daily business and they do not actually think about the freight implications of that. So through the work that we are doing on travel demand management we are incorporating a freight element into that to get people to start thinking about their freight movements when they start to think about how they get their staff to and from work as well. We have convened a number of different forums, a freight workshop that is happening once a month, led by a leader of the freight industry from DHL, and sort of thinking about how we can be more responsive to the freight industry. We are providing information such as postcode data of exactly where the ORN is and so that the logistics operators are able to start thinking about exactly what they need to do for the Games. You need to tackle it in

three distinct steps. You need to think about the freight operating depot and what people need to do there. So making changes to operator licences where that is required so that vehicles can leave the depots at different times of day. You need to think about the route that freight deliveries take during the day so that they avoid the most congested parts of the network, and at night time that they use road that will have as little impact upon local residents as possible. Then you need work closely with businesses as well at the delivery end, so that they can sit down with their local boroughs and ensure that the planning conditions upon their businesses are altered if they need to be, so that they can take deliveries at different times of day.

**Valerie Shawcross (AM):** Will there be a problem line for small businesses that have not made their plans properly and at the time get hit by an unexpected issue?

**Mark Evers (Director of Games Transport, Transport for London):** I do not know if there are plans for a hotline at the moment. Certainly there is a variety of information available, but I will find out if there will be one and I will come back to you.

**Valerie Shawcross (AM):** It just strikes me that this is one area where there are an awful lot of uncontrolled decisions being made by people and that you might find that your modelling is even less reliable. So actually having more real time support might be a useful thing to do.

**Mark Evers (Director of Games Transport, Transport for London):** We are working very closely with business associations and business improvement districts in order to get that information out, but also collect information back.

**Valerie Shawcross (AM):** Thank you.

**Richard Tracey (AM):** First of all, congratulations to the ODA officers for producing the venues so well and ready and so on. I said this to LOCOG as well, but of course it is credit to you particularly.

I am sorry, I want to pursue the transport issues too because they are really the hot story for Londoners now at this precise moment. Part of it is that maybe they do feel that they are not getting all the information that they would wish, or they are getting too much rumour. First of all, it would be helpful to TfL organising the transport, if people were to follow the advice of the Prime Minister to his ministers that the Games family ought to use public transport networks rather more than they may be intending to, rather than using limousines. Is that right?

**Mark Evers (Director of Games Transport, Transport for London):** We are very keen to encourage members of the Games family to make use of the public transport network. Certainly every occasion that the Commissioner speaks to the IOC he certainly stresses the point that London's public transport network will be the best way for the Games family to get around during the Games. We are working with LOCOG in order to ensure that all of the Games family have Oyster Cards during the Games so that they can make use of the public transport network with minimal inconvenience to those people; removing any potential barriers that those people might feel there are to making use of the public transport network. I know that LOCOG is working closely with the Games family to look at the use of the Heathrow Express as people

arrive into London. They are also looking to make use of public transport to get people to and from the Opening Ceremony as well. I suspect that, take the media for example, based around Bloomsbury, as they start to realise on day two that actually what they can do is just walk up the road, get on the Javelin service and be within the Games park in seven minutes that that might provide a much better way of getting around the City. So I think you will see a greater number of Games family using public transport.

**Richard Tracey (AM):** One question I was going to ask you is about Russell Square area. Actually my colleagues Brian Coleman, who represents that area, and Kit Malthouse who has some interest in it are both not with us now. Do you not feel that it is rather an imposition on the people of Russell Square to make this area the coach park for the media squad? I gather that the Vice Chancellor of London University is particularly concerned about it because supply to a large part of University College and so are not going to be able to get through. How are you dealing with that? Are you talking to them about facilitating their ability to deliver or to receive deliveries?

**Mark Evers (Director of Games Transport, Transport for London):** The Games family movements from that particular area out to the park and elsewhere are a matter that is being managed by LOCOG Transport, but we work very closely with LOCOG and with local businesses and with all other organisations that are in the heart of London, anywhere that is being affected by the Games, to ensure that we understand what they need to do as part of their business as usual activity and that where possible we put in place measures that disrupt that as little as possible. But that particular instance of how you manage the Games family is something that LOCOG Transport is managing directly.

**Richard Tracey (AM):** Now these stories about percentages of people being advised not to use the Tube, how has this story got around about 60% of people in Canary Wharf apparently being advised not to use the Jubilee line? Is that in any way verified? Is that coming from you, TfL, or from others?

**Mark Evers (Director of Games Transport, Transport for London):** No it is not. Obviously the Jubilee line will be very busy during the Games, as it links central London through Canary Wharf out to the venues of North Greenwich Arena, ExCel via the Docklands Light Rail (DLR) and also the Olympic Park. So at certain times of day the Jubilee line will be very busy. Actually our work with Canary Wharf group and the tenants at Canary Wharf is a very good example of how by planning ahead you can avoid the worst of the inconvenience associated with those peak travel times and people can continue to work. So there is going to be around about 110,000 people working at Canary Wharf come the Games time next year and we are already working very closely with businesses that employ around about 90,000 of those people. They have already indicated that by doing relatively minor things such as getting a couple of people to work from home on a couple of days, certainly there is no way that we are encouraging businesses to send their people home for the entire period of time, but it is about making small change. So perhaps starting work an hour or so earlier, perhaps finishing work an hour or so later. That is not going to be workable for everyone but it will be for some people and certainly the Canary Wharf group is doing an awful lot to make that area an attractive place to be for people working in the location, so that they can stay, go out, meet up with friends,

have a drink afterwards and watch some of the Games and then travel home later when the Jubilee line is not going to be as busy as it is now.

Certainly what we are doing though is saying to other people, who might pass through Canary Wharf on the Jubilee line, if there is another way for you to go about your travel to think about doing that. For many people we will be suggesting that they take perhaps counter-intuitive routes, but that is all about trying to get people to make best use of the entire transport network and the free capacity that we will have on other parts of the network.

**Richard Tracey (AM):** Can I ask you a couple of questions about the ORN and some of the ramifications of it. There is a suggestion, I believe, that particularly the London Borough of Greenwich is talking about wanting to lift the parking fines, or the parking obstruction fines, for the ORN to £1,000 for a case. Is that anything that has been discussed with TfL as the main coordinators of transport? It seems an extraordinary uplift to me and many others.

**Mark Evers (Director of Games Transport, Transport for London):** There is an important distinction there. The ODA carried out a consultation last year on the penalty levels for the ORN and as a result of that consultation a recommendation was made that £200 was an appropriate penalty, and that if that was paid early that would reduce to £100. That is currently with the Secretary of State for consideration. Some of the boroughs are now looking at the penalty charges that might apply for offences off the ORN but in the areas immediately surrounding venues. Clearly that is a matter for the boroughs to consider and think through. We will obviously be working with them to understand exactly what they are planning and any recommendations that come out of the consultation, that I believe they are looking to start next week, will then flow through to the Mayor and to the Secretary of State to consider.

**Richard Tracey (AM):** I see. That has not been settled? It is just them flying a kite really about £1,000 as one figure.

**Mark Evers (Director of Games Transport, Transport for London):** There are concerns in some boroughs about the impacts on the local road network and boroughs are best placed to think through that, but I am sure that as part of that consultation process we will get to something which is reasonable and fair.

**Richard Tracey (AM):** I see. The last one is about something in my own constituency, Merton and Wandsworth, and of course the tennis is in Wimbledon. You will be aware that for a good many decades Wimbledon and the All England Club have been rather good at running the annual championships. The fact is that tennis starts at midday and goes on until 8.00pm. This is the plan, I gather, with the Olympics tennis too. But the part of the ORN which applies to Wimbledon will need to be in place from 7.00am. The Borough of Merton, and indeed the Borough of Wandsworth which it affects think this is rather unreasonable and unnecessary given that the tennis does not start until 12.00 midday. Why is the network going to be put in from 7.00am?

**Mark Evers (Director of Games Transport, Transport for London):** We are working very closely with LOCOG to understand the quantum of Games family vehicle movements that will

take place across the day. As you say the tennis starts at midday but we have been told that the Games family will need to start having access to the venue from 6.00am. We recognise that we need to manage the transport across the whole, as I said at the outset, the ORN and Games lanes are very much about being proportionate and making sure that the road network works for everyone. As a result of that, in order to try to relieve congestion in those areas, we are looking to allow buses into Games lanes or to use bus lanes instead of Games lanes to ensure that overall traffic in Merton and Wandsworth is not as affected as possible. Certainly what we are proposing reflects what is currently in place for the red routes in those areas as well.

**Richard Tracey (AM):** But you have to understand, I hope you do, that the Wimbledon Championships is a far bigger event and it involves far more players and probably officials I would guess than the Olympics tennis does. Yet, you are still it seems persisting with this requirement of 7.00am, or 6.00am I think you just said. They move a lot of players and a lot of officials for Wimbledon tennis very, very efficiently every year for two weeks indeed, not just for four or five days as in this case. So why are you not receiving that message and acting on it, from the two boroughs?

**Mark Evers (Director of Games Transport, Transport for London):** Firstly, just a point of clarification. The proposal is for the ORN and Games lanes to operate from 7.00am to 7.00pm, it is just that some Games family vehicle movements will be required from 6.00am, but the volumes at that stage do not justify putting it in. I guess the key point of difference, moving on to your second point, is around the fact that for the Wimbledon Championships you have vehicle movements coming from all around the All England Club, whereas during the Games time you will have a large number of vehicle movements coming from Central London and also from out at the Village, so you will have a much greater channelling of traffic along those particular routes. Clearly as we continue to get information through from LOCOG on exactly what the volume of Games family vehicles movements will be, we will change the ORN if there is the potential to do that. We do not want to create any greater disruption on the road network than is necessary to make sure that we get those Games family movements to the venue reliably.

**Richard Tracey (AM):** It would be appreciated if you could change it, I think. Thank you.

**Mike Tuffrey (AM):** Could I ask a question that is not related to transport. At least I think not. It is about the Energy Centre on the park, which by coincidence was opened exactly a year ago today and which is a gas-fired combined cooling and heating power unit, as you know. The question is about the fuel source. A few weeks ago I went around the site with the Commission for a Sustainable Games who broadly gave a good bill of health for most of the activity. The point they made about the Energy Centre was the fuel source is conventional gas and they are looking to see if you can move that to biogas. Can you give us any assurances about that? I am presuming it is still under your watch, as it were, until we move into legacy mode.

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** It is still under our watch, as you put it. It has been designed, as you said, to use conventional gas, but also to look at biofuels including woodchip, so that it can become more energy efficient. Clearly, it is under a concession arrangement with COFELY and they are going to run the Energy Centre going

forward. There will be issues around the commerciality and how they can make that work. So in its initial phases it will use gas but they hope to move it to bio-fuels as it matures.

**Mike Tuffrey (AM):** Are you, as it were, keeping the pressure up on them to explore that? I am particularly interested in the gas, rather than the woodchip, which I know it has the facility for, but there are quality issues around that, whereas biogas, it seems to me, is the way to go, particularly if it can come from waste. So will you give a commitment that you are putting pressure on them to do that, rather than just leaving them to think about it as the mood takes them?

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** We have certainly talked to them about the most advantageous way of taking this forward, so we will continue to talk to them around that. What I have to stress is that they are under a 40 year concession agreement and the terms of that agreement have already been signed, so we can put moral pressure on them.

**Mike Tuffrey (AM):** Good, that is all I am asking for at this point. Thank you.

**Roger Evans (AM):** Yesterday we had absolute chaos at Liverpool Street Station where the overhead lines had been brought down by a gale and we only had three platforms in use throughout the day, which effectively meant that everyone had to find other ways to travel. The information that was provided by Network Rail and National Express was frankly absolutely woeful and that is for people who actually use the service every day. If that happened during Games time with people who are not accustomed to the travel procedures in the City and who do not have English as a first language, it would be a complete mystery to them. What procedures are in place to ensure that if something goes wrong with the public transport network like that, in catastrophic terms, people are advised to use other methods of transport that will get them to where they want to go safely and on time?

**John Armitt (Chairman Olympic Delivery Committee):** Having been at Network Rail, like I say, I recognise the issue and you are absolutely right. The biggest challenge in any of these situations - and listening on the Underground as I came in to this meeting, clearly something happened at Ramsgate this morning which has thrown that particular line into great difficulty - is communication. That communication is the responsibility clearly of Network Rail and the train operators in the main line stations. The advantage during the Olympics is going to be that the degree of oversight and the degree of coordination of these issues will be even better because as Mark [Evers] said we have this new integrated control set up at Palestra House, which is dedicated to the Games. It is receiving information obviously continuously. People are going to be so much more aware of the need to handle this particularly, as you say, in terms of people from overseas. The volunteers who are going to be both supplied by LOCOG, supplied by this organisation, by London essentially through the Mayor, are going to be at those places with languages, so the ability of people to be told and advised is going to be greater than it would be on any normal day, I believe, during the Games, simply because of the presence that will be out there on the ground seeking to help, seeing to support people.

The Londoners of course look after themselves, frankly. All of us here make our decision within ten seconds of seeing something happen. Sometimes we get the right decision, sometimes we make the wrong one but we dive off in our particular directions according to what lessons we have learnt in the past about what to do. It is particularly, I think, the people from out of London who are not used to London and the people from overseas who we need to be particularly mindful of during the Games, and I think it is clearly between TfL and the volunteers in that organisation, the volunteers from LOCOG and the rapid dissemination of that information from Central Control, which is going to be the mark of success or otherwise. But I think you are absolutely right to make the point.

**Roger Evans (AM):** I visited Central Control with a couple of colleagues a couple of weeks ago. I was very impressed with the new control centre TfL are going to be operating, but I did not see a lot of evidence there of coordination with Network Rail and the rail operators, for example. So would that really have helped in this case?

**John Armitt (Chairman Olympic Delivery Committee):** I know there are areas allocated in that area for Network Rail, for train operators, during the Games. They may not have taken up those positions yet, but undoubtedly the intention is that they will be there because clearly it is absolutely vital that they are there in order to get that immediacy of communication. Every one of the 26 train operators might not be there but I do not see that in itself as being a particular issue. The important thing is that Network Rail, who communicate with the train operators, will be there. There will be desks. We have several months to go yet and I know there are further trial days planned and exercises planned to test these systems out and to obviously pick up points like that, whether we need more or less, who are the right people to be in that. Those will flow from the test days which are planned between now and next year.

**Roger Evans (AM):** Can I ask, while I have the floor, for TfL to clear up some confusion that many of my constituents have? As you know, a lot of my constituents are Black Cab drivers and there are rumours about them possibly being allowed to use the Olympics lanes. Is that something which is being rethought by TfL?

**Mark Evers (Director of Games Transport, Transport for London):** No, it is not something that is being rethought by TfL, based upon, as I have said beforehand, the information that we are getting through from LOCOG, Games lanes will be incredibly busy moving around buses and cars to get the Games family around. What is true though is that we are working very closely with the taxi trade to ensure that we make the transport network work for them as well. So we are looking at the potential to allow them to make use of the same sorts of right turns, left turns that buses are able to make, so perhaps crossing over Games lanes as well - so finding a way around it, but no plans to allow access to the Games lanes.

**John Biggs (AM):** A lot of my constituents are inconvenienced because of the right hand bans and so on. A fair question to ask is whether we have got the balance right between the convenience of Olympics visitors and officials and residents and other people going about their business in London? Although commitments were made about journey times - whatever it was, 24 minutes from Hyde Park Corner to the Stadium, which is not going to be met - it is not unreasonable to say by squeezing the Olympics journey time by an extra two minutes we might

actually create a hell of a lot more space for local residents and businesses to go about their business. If it is not your decision whose decision would it be to do that?

**John Armitt (Chairman Olympic Delivery Committee):** The journey times have already been extended. We have negotiated with the IOC in the last couple of years and in fact they have accepted longer journey times than the ones which were originally proposed. The issue of the adjustments to the network for the right turns and left turns and closing off of certain turns, that is something which is still ongoing in terms of the final decision making. That has to be done through legislation, as you know and that process is ongoing. Whilst it is ongoing it continues to be refined to try and ensure that we do get the balance that you describe, by not over-cooking it unnecessarily on behalf of the Olympics traffic, and recognising the disadvantages that it creates for local traffic in trying to strike the right balance. By the time we have finished that exercise hopefully we will have got the right balance, and as Mark [Evers] as already said the opportunity lies every day through the Games to be constantly watching that and if we see we have got things in place which either are working or are not necessary then they can be lifted.

**John Biggs (AM):** All right, so you would not close the door on being more generous to Londoners and less generous to the *lazerati*, or whatever they are known as.

**John Armitt (Chairman Olympic Delivery Committee):** We have got to get the balance right.

**John Biggs (AM):** The next question is about local workers because a lot has been said about people from the host boroughs in particular, or Londoners more widely. From the host boroughs, have you learnt anything much about the definition of what a 'local worker' is and how you might improve on that in the future?

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** It is very difficult in terms of getting those definitions right. As you know we have had to look at the information supplied by workers on the site, where they are resident, and the information they give, and data protection. There are certain things that we can ask and other things that they are not mandatory for them to respond. So when we look at the workers on the site we have had over 40,000 workers on the site. We know that over 60% of them have given London addresses, and we know that over 25% of them are resident within the host boroughs, but it is very difficult for us to know how long they have been resident there and they do not have to provide that information to us.

**John Biggs (AM):** If you were doing this all over again would you have tried to refine your information gathering to help us better understand?

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** You can always say that you can make improvements in different areas but I think you would have to ask information, in terms of refinement, you would have to ask them what their previous address was and how long they have lived at this address and so forth. There is no way that you can make them disclose that information.

**John Biggs (AM):** Moving on to another area, how much do you estimate, Mr Armitt, of your £9.3 billion budget will be handed back unneeded?

**John Armitt (Chairman Olympic Delivery Committee):** Dennis has been our Commercial Director; he always has these figures at his fingertips better.

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** If I just explain, of the £9.3 billion, the funding that was allocated originally to the ODA was around £8.1 billion, which contained the contingency element. We are currently tracking an anticipated final cost of around £7.2 billion. So we believe that through good management and delivery to time and budget that we will not use all of the contingency that is required and, therefore, we would come in around £7.2 billion.

**John Biggs (AM):** So potentially the Government gets £900 million back?

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** That £900 million is part of the Public Sector Funding Package and it can be used --

**John Biggs (AM):** OK, which leads very neatly to my next question, if I have time left, which is about the legacy transformation of venues. I suppose, topically, the biggest focus is on the Stadium and whether the funding package for that has come off the rails and whether you have enough funding for legacy transformation of the Stadium?

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** So if I just talk about legacy transformation funding, we have worked very hard over the last year with Olympic Park Legacy Company (OPLC) to look at who is best placed to take on the transformation of the Park after the Olympics Games. Clearly OPLC are bringing forward their Legacy Community Scheme, their master plan for the park and we believe there are synergies between the works that we would have had to carry out on the park after the Games and the works that they are going to carry out in the longer term. They are the future of the transformation of the park. So we have agreed with Government now that we will transfer our transformation budgets through Government to OPLC so they can carry out the work after the Games. Within that package we have an element for the transformation of the stadium. That was based upon moving toward the original base case of a 25,000 seat athletic stadium. So we have transferred that money now to OPLC.

**John Biggs (AM):** Right. So do you recognise that within every silver lining there is a cloud surrounding it of course and that would be that although in theory you might give £900 million back to whoever, there is a strong argument from Margaret Ford [Chair, OPLC] and other at the OPLC that the transformation budget is inadequate and that they could do with a slug of that?

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** In terms of the transformation agreement we reached with Government, OPLC signed up to that freely and there was an acceptance that the money that went back, including contingencies for the works was sufficient for the transformation works that transfer from ODA to OPLC. This is not a

question of forcing OPLC to take on works with an inadequate budget. This had to be discussed and verified between the parties.

**John Biggs (AM):** So if I was the Mayor I might argue that if there was some spare money sloshing around, some of that could be very well deployed on some of those legacy uses, but are you planning to give any money to boroughs for sporting legacy uses? Just very quickly and then I will finish.

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** That is not within out scope.

**John Biggs (AM):** OK, thank you.

**Richard Barnbrook (AM):** As you will know, I came back from Barcelona and their sculptural legacy towards their Olympics Games was phenomenal. Have you actually had an approach from boroughs or individuals for planning permission to leave behind large monumental sculptures, outside the one that is at the Olympic Village?

**John Armitt (Chairman Olympic Delivery Committee):** No.

**Richard Barnbrook (AM):** Who would be in charge of that if there was an element of --

**John Armitt (Chairman Olympic Delivery Committee):** Well if anybody, potentially, I suppose the Cultural Olympiad. We have dealt with sculpture and there are a number of sculptures which are being erected in the Park and clearly that will be an issue for the OPLC as to whether they continue in the Park in the longer term or whether they move them or whatever. In terms of others around London, certainly as the ODA it is not something which has come across our desk. It may well be out there with the LOCOG's Cultural Olympiad arm.

**Richard Barnbrook (AM):** Thank you very much.

**Navin Shah (AM):** Will there be any legacy funding that will enable local authorities to deliver local community activities, sporting or physical activities at grass root level post-Olympics and Paralympics?

**Dennis Hone (Chief Executive of Olympic Delivery Authority):** Not via the ODA. It is not part of our scope and there is no money set aside for that within the ODA. As to whether that will be picked up by OPLC, or wider Government, I cannot answer that question.

**John Armitt (Chairman Olympic Delivery Committee):** There is of course the legacy, which a number of boroughs will have, where training facilities are currently being invested in. We have supported them with money from the ODA to upgrade sporting facilities which are being used by the Olympics teams prior to the Games. So there is that element of legacy, which will obviously continue within the boroughs.

**Navin Shah (AM):** My question is more related to areas like some of the outer London suburbs where they have not been involved with any of that, and how local communities then benefit then from a sporting legacy fund.

**John Armitt (Chairman Olympic Delivery Committee):** No, certainly it is not something which falls within our purview.

**Navin Shah (AM):** Going back to transport, I am afraid. The Jubilee line was mentioned. The big concerns I have picked up – I represent Harrow and Brent, Jubilee line is the key commuting line for lots of my constituents – is that they are not happy that we are being asked to try and avoid using the Jubilee line and Metropolitan line included during the Olympics because that is not practical for many reasons. What do you say to them?

**John Armitt (Chairman Olympic Delivery Committee):** I use the Jubilee line as well. Clearly at the end of the day people are going to make, and businesses will make their individual choices and their individual decisions, but clearly it is not only about Londoners, it is also about the spectators. I know that LOCOG will in fact be encouraging people, for example, not to use the Jubilee line but to use the Central line or even maybe use the Jubilee line initially but then change across to the Central line because that equally runs straight through to Stratford and can be used. As always in London people will make these decisions almost on a daily basis, and if on the first day they discover it is particularly over crowded between 7.00am and 8.00am they will probably adjust their time, as I do, by 15 minutes or ten minutes because ten minutes can make all the difference. I think what we have to see at the end of the day is provision of information on a daily basis, which I am sure TfL will be doing, but very importantly that it is linked in and it is guidance which we are giving to spectators as well as to Londoners because we can clearly influence the spectators. We are passing them a ticket, we are enabling them today through the website to understand what their travel options are, what the best travel options are, and those best travel options are clearly being part and parcel of trying to influence the weightings on the different lines. As I say, somebody arriving at Kings Cross or Liverpool Street stations – or wherever – there are different options you can give them and that is part of the overall travel demand management is influencing that for the spectators as much as we do for Londoners.

**Jennette Arnold (Chair):** Thank you. John, can I say thank you very much for your attendance here today and similarly to you Dennis. The lack of questions is a tribute to the absolute excellent work that you have been doing and the journey that we shared with you over the last how many years?

**John Armitt (Chairman Olympic Delivery Committee):** Well four or five.

**Jennette Arnold (Chair):** Four or five years. Thank you so much for the excellent work that you have done on behalf of Londoners because it is our Games that you have made possible through the magnificent stadia legacy that you have given us, so thank you very much.

**John Armitt (Chairman Olympic Delivery Committee):** You are very kind. Thank you. It has been a team effort.

**Jennette Arnold (Chair):** Thank you.

**John Armitt (Chairman Olympic Delivery Committee):** The Assembly has played an important part of that. Your questions form a part of that. Everything spurs everybody on to think about what they are doing and maybe to do it differently. So thank you very much. I would like to thank Mark for turning up today and supporting us on the transport side because clearly transport is now one of the issues going forward that people will pay more and more attention to. Hopefully we have been able to give you some satisfaction on the transport side today, but rest assured that we as the ODA continue to be actively engaged.

Chris Garnet who is on our Board chairs the overall Transport Board for all transport on the Games and what we have seen, and I know we will see more and more of in the next nine months, is an increasing involvement of TfL. Clearly TfL are fundamental to this and we are very encouraged by the way in which Peter and his team are getting more and more engaged and becoming more and more active, and I know they will continue to do so.

**Jennette Arnold (Chair):** Thank you very much. Can I say on behalf of the Members to Mark Evers thank you very much for coming here.