



**Executive  
12 November 2012**

**Report from the Acting Chief Executive**

Wards Affected:  
ALL

**London 2012: Evaluation**

**1.0 Summary**

- 1.1 This report outlines the successful delivery of the London 2012 Games events and associated activities within Brent. It outlines the learning from hosting this type of event and highlights the legacy of improvements that will result.

**2.0 Recommendations**

- 2.1 To note the report and the successful delivery of London 2012 activities in Brent.
- 2.2 To note the legacy implications for Brent of the London 2012 Games.

**3.0 Detail**

**Background**

- 3.1 The London 2012 Games were very well received throughout London from the Olympic Torch Relay in July through to the Athletes Parade celebrating the success of the British Olympic and Paralympic Teams in September. Brent has always been committed to the Games coming to London and was a proud partner of a full programme of sporting, cultural and family activities which marked the build up to the 2012 Games since winning the right to host the 2012 Games.
- 3.2 Between 28 July and the 12 August 2012 Wembley Stadium hosted women's and men's football Olympic semi finals and finals whilst Wembley Arena was used as the venue for Olympic badminton and rhythmic gymnastics. As a 'host borough' for London 2012 Brent worked closely with the London Organising Committee of the Olympic and Paralympic Games (LOCOG), the Olympic Delivery Authority (ODA), the Government Olympic Executive (GOE) and the Greater London Authority (GLA) to ensure the safe and successful

delivery of the Games as well as encouraging community participation throughout the summer and creating a Games legacy.

- 3.3 In February 2010 Brent Council released 'Inspiring Brent', its action plan for the London 2012 Games. The plan is split into five key areas:
- Young Learners
  - Business and Skills
  - Culture and Events
  - Sports and Health
  - City Operations and Sustainability
- 3.4 The following is an overall summary of the London 2012 activities and work in Brent. Appendix 1 details the Council's achievements against each of the actions under the headings above, outlines the learning where applicable and how this feeds into the legacy for Brent.

### **Young Learners**

- 3.5 'Get Set' was the official London 2012 education programme for schools, colleges and universities across the UK. 70 schools in Brent (22 secondary/colleges and 48 Primary) registered with Get Set and in total 3250 tickets were received to allow Brent Students to the Olympic and Paralympic Games for free.
- 3.6 Brent schools were also involved in the Games themselves. Pupils were chosen as flag bearers and mascots at Olympic football events, lined the route between the stadium and athletes village during the Opening Ceremony and entertained members of the public at the Olympic Park during the Paralympic Games.
- 3.7 Local programmes also included the Brent Inspires Awards, a virtual competition aimed at young people in school, college or clubs who participated in activities linked to the Olympic and Paralympic values. The programme ran for three years and saw a total of 1,468 projects being organised across the borough.
- 3.8 22 Brent schools have received Sportability equipment to inspire engagement in disability sport from September 2012 onwards and 33 schools have received funding to increase physical activity of pupils with SEN and/or physical disabilities. This sets an important long term legacy for Brent helping to ensure young disabled people can take a greater participation in sport and physical activity in the future.

### **Business and Skills**

- 3.9 CompeteFor was the free service that enabled businesses to compete for contract opportunities linked to the London 2012 Games and to other major public and private sector buying organisations, such as Transport for London, Crossrail and the Metropolitan Police Service. A total of 28 contracts were awarded to businesses in Brent although it is not possible to ascertain the value of these contracts. There is an aspiration that CompeteFor will continue

as a means to publicise contract opportunities and that Brent businesses will continue to benefit from this procurement activity.

- 3.10 'Flavours of Brent' and 'Kensal Kitchens' were Inspire Mark projects which targeted food stall holders and other micro caterers to secure relevant qualifications and skills to benefit from opportunities during the Games and beyond. A total of 22 businesses in Brent successfully completed training and some went on to work at the Council's 2012 related events.

### **Culture and Events**

- 3.11 Brent embraced the Cultural Olympiad from its inception and held annual count down days to the London 2012 Games featuring sports, arts and cultural activities for young people in order to enthuse them about the forthcoming Olympics. These events took place at local venues including Wembley Arena and Willesden Sports Centre.
- 3.12 12 Young Inspiring Brent Ambassadors were recruited as part of the Inspiring Brent campaign. The Ambassadors organised two successful Open Weekend events in the lead up to 2012 and were involved in the development and staffing at two major events this summer. The Young Ambassador programme will continue through a similar 'Cultural Ambassador' programme to build on the skills gained and links made and ensure a lasting legacy of work with young people in the arts and events service.
- 3.13 Brent organised two major community events to commemorate the Olympics. *Brent Celebrates the Flame* took place on the 25<sup>th</sup> July at King Edward VII Park, Wembley. 8,000 people attended the event which included content from Brent Dance Month and the Mayor of London's ShowTime programme. This event also hosted Jeremy Deller's 'Sacrilege' a life sized bouncy castle in the shape of Stonehenge. Sports activities were also provided by local coaches and sports clubs and included tennis, football, badminton, cycling and basketball. A range of local groups and organisations also took part in the event.
- 3.14 *Brent Celebrates a Golden Summer* focused on music and took place on the 9<sup>th</sup> September at Gladstone Park. An all day event it linked into the national Bandstand Marathon programme which encouraged as many bands and variety of music to be played in one day across the country. 10,000 people attended this event which also included giant inflatable Olympic mascots. Both summer events had a selection of stalls of council services, food and other goods. There was also a wide variety of sports and arts activities available for young people encouraging them to sign up to clubs.
- 3.15 Brent Museum curated their first outdoor exhibition at Wembley Central Square during the summer. 'Stadium Full of Dreams' displayed 11 portraits of people connected with the 1948 Olympics and looking forward to the 2012 Olympics including images of original 1948 Team GB, residents who attended or worked at the 1948 Olympics and young people who are aspiring athletes or volunteering during 2012. The exhibition was complemented by a full public programme of talks and activities and an interactive online exhibition which had 3,868 views. In addition, 912 pupils took part in Brent Museum's Olympic school sessions.

- 3.16 'Story Lab' was the Cultural Olympiad Summer Reading Challenge and ran across all Brent libraries during the summer. In Brent a total of 4,344 children signed up to read six or more library books over the summer and 2,314 achieved or exceeded this target. This is the highest number of finishers in four years.

## **Sports and Health**

- 3.17 Brent Council aimed to use the power of the 2012 Games to improve participation in sports and make Brent a healthier borough. Throughout the summer and in the years leading to the Games, a full programme of sports activities for young people including every Olympic sport (except shooting) and the Paralympic disciplines of boccia, seated volleyball, athletics, goal ball, tennis and swimming were available. Kayaking and archery were very popular and over subscribed, extra courses were provided. These activities will be offered again in Summer 2013. There were a total of 1,433 visits to the 2012 summer sports programme. 35 young people who competed in the Mini London Marathon secured tickets to see athletics events at the Olympic Stadium. Brent Council will continue to build on these programmes and their offer during the school holidays including the promotion of 'Give It A Go' a London wide programme of free taster sessions in October and November giving people of all ages the opportunity to try out different sports and join a local sports club.
- 3.18 Brent Council worked in partnership with the NHS who have funded several projects to increase sport and physical activity such as:
- Part funding of Multi Use Games Areas at Neasden Rec and Alperton
  - Five outdoor gyms at King Edwards, Wembley, Gladstone Park, Roe Green Park, Gibbons Rec and Tiverton Green
  - Discount vouchers for use of Brent's sports centres for targeted groups
  - British Cycling – Sky Rides – an national initiative to get more people cycling
  - Bikeability – cycle training for schools
- 3.19 Furthermore Brent has also aimed to increase and improve facilities for recreational and informal participation via the following projects:
- Multi Use Games Areas installed within the last 18 months at: King Edwards Park, Wembley; Eton Grove, One Tree Hill; Woodcock Park; Gibbons Recreation Ground;
  - Tennis court improvements in last 18 months at: Gladstone park (including new junior tennis courts), Woodcock Park (including new junior tennis courts), Eton Grove and Roe Green Park.
  - Football pitch improvements at Vale Farm and Silver Jubilee Park.
  - Artificial turf pitch at Woodcock Park/St Gregory's Science College
  - Football Foundation Funding to provide new 3G football surface at artificial turf pitch at Vale Farm
  - 50+ Going for Gold project developed to encourage residents to become more active and inspired by London 2012. Offered weekly sessions in Boccia, Tennis, Badminton, Table Tennis and Archery. This project was awarded a London 2012 Inspire Mark.

- Ongoing promotion of initiatives such as Sky Rides, walks, jogging and outdoor aerobics, zumba and circuit sessions.

## **City Operations and Sustainability**

### **C3 Issues and BGSU**

- 3.20 All London local authorities had a role to play in Command, Coordination and Communications (C3) as information on key public services needed to be coordinated across borough boundaries and fed into the Local Authority Olympic Coordination Centre (LAOCC) and the London Operations Centre (LOC). To achieve this, boroughs were split into borough groupings/zones. Each zone was led by a 'host venue' and Brent Council was the lead for the North Zone (Harrow, Ealing, Hillingdon, Hounslow, Barnet, Enfield, Hammersmith & Fulham, Brent).
- 3.21 Brent's responsibilities included daily information gathering on the status of services internally and across the boroughs in the zone, facilitating any mutual aid requirements capable of resolution within the group and bringing any issues likely to impact on Olympic arrangements to the notice of the LAOCC. The Borough Group Support Unit (BGSU) was located was operational from the 25<sup>th</sup> June to the 12<sup>th</sup> September. It was based at Brent House and overseen by the Brent Emergency Planning Team.
- 3.22 BGSU reporting procedures worked well and as planned and there was no need to call on other boroughs for mutual aid. The partnership of eight boroughs worked well and the shared staffing of the BGSU contact point proved very effective. Positive lessons were learnt from the daily service reporting and these will be implemented into reporting procedures during severe weather situations and other emergencies in Brent in the future.

### **Transport & Olympic Route Network**

- 3.23 LOCOG and officers from Transportation worked on the local area traffic management plans for Wembley. The plans consisted of two key areas; the Traffic Management Area and the Residents and Business Parking Protection Area. This involved the closure of Engineers Way to allow events to happen at the Arena and implementing the Wembley protective parking scheme during Stadium events. Both areas of work proved effective with minimum disruption.
- 3.24 Roads in Brent between the North Circular Road and Wembley Stadium were designated as Olympic Route Network (ORN) and contained 'Games Lanes' meaning that they were reserved for the Games family (athletes, officials and operational staff). The roads were carefully monitored and at times the ORN restrictions were relaxed when demand from the Games family was light.
- 3.25 Brent Council was responsible for enforcing traffic and parking restrictions on the ORN. The emphasis was on information and asking vehicles to leave the lane and only one fine was issued for contravening the ORN restrictions in Brent.
- 3.26 The London 2012 Games were hailed as the 'Public Transport Games' and all ticket holders were issued with a Zone 1-9 travel card. During Olympic events

at Wembley Stadium 60,000+ spectators travelled via public transport. As a result of low car usage during the Games, traffic management plans such as the contra-flow system for cars leaving the stadium area was not implemented.

- 3.27 The Games were the most significant test of London's transport system in peacetime. TfL ran an extensive campaign encouraging commuters to rethink the way and times they travelled to ease congestion as well as providing the business and freight sectors with specialist online planning tools, drop in sessions and on site advice on the lead up to and during the Games. Throughout the summer London kept working and businesses and public sector organisations continued to function. Much of the credit for this goes to London's businesses and local authorities who enabled and encouraged different travel patterns from their staff, their suppliers and their customers.

### **Regulatory Services, Waste Management and Street Cleaning**

- 3.28 Brent Council worked in close partnership with LOCOG and satisfactorily provided a range of regulatory services during the Games including:
- advice and regulation on safety at sports grounds/fire safety provisions for host venues.
  - advice and regulation on licensing act for provision of entertainments and alcohol sales
  - advice and regulation under the Health & Safety at Work legislation
  - trading standards and implementation of the new advertising regulations
- 3.29 The Council was responsible for ensuring that standards of street cleanliness in the period up to and including the Olympic Games was maintained to a consistently high standard. The Recycling and Waste Service together with contractors Veolia delivered an effective operational plan during Games time which included a full cleanse of all areas affected by Olympic events, removal of tipped waste and fly-posters and the tidying up of vegetation in the Wembley area. They also increased call outs for litter picking and cleaning of facilities in response to the large, sell out crowds on stadium event days.

### **Communications**

- 3.30 Brent worked closely with LOCOG and GLA to ensure a consistency of messages and that information was made readily available to the public. The main forms of dissemination were via The Brent Magazine and the Brent Council website. From early 2012 the magazine contained monthly articles featuring stories on school activities, parking and transport information, events and sports programmes and how Council services were preparing for the Games. The information both in the magazine and website were well received by members of the public and attracted positive feedback. In July and August the London 2012 Council web pages received over 3,500 hits.
- 3.31 Brent Council worked very closely with the London 2012 Communications Team at TfL to develop a Communications Plan around transportation issues and promoting key messages to Brent businesses. TfL led on the messages and provision of collateral, Brent Council was a key partner in its dissemination as follows:

- Circulated information about TfL's freight and small business workshops to our Employer Partnership, the Park Royal Partnership, the Culture, Sport & Learning Forum and sign posted businesses to TfL's planning tools via the 2012 Business pages on our website
- In April/May TfL Comms Team presented at several of our Area Consultative Forums information on the ORN and how to best prepare for the Games
- In July TfL Comms Team ran information stalls handing out leaflets to residents in Wembley making them aware of the ORN.
- Brent Council displayed leaflets and posters in local libraries, sports centres and customer service points as well as covering the subject in The Brent Magazine
- Assisted LOCOG Transportation Team in their ORN consultations in February (inc letter and map delivery to all businesses and residents in the immediate vicinity of the Stadium and Arena) by publicising it on the website
- TfL conducted additional engagement via door knocking and offering face to face advice to businesses in the Wembley area.

### **Borough Dressing**

- 3.32 All London boroughs were awarded £50k 'Look & Feel' grant from the GLA to dress and animate their borough. Lamp post banners were erected along Wembley High Road, Harrow Road, Forty Lane, Craven Park Road/High Street in Harlesden, Kingsbury High Road, Willesden High Road/Walm Lane. Glass graphics and fence scrim was erected at all libraries as well as Bridge Park, Vale Farm and Willesden Sports Centres. Special floor graphics were installed at Barham, Roundwood and King Edward Park, Wembley and a London 2012 flag flew over the Town Hall. The lamp post banners have now been removed and offered to schools to decorate their sports halls and entrances.
- 3.33 Brent was successful in securing a temporary art installation entitled 'Gift from the Ancient Gods'. A set of golden arrows and a bow were erected in the new landscaped area opposite York House on Empire Way, Wembley.

### **Torch Relays**

- 3.34 Brent hosted two torch relays during the London 2012 Games. By signing the torch relay agreement with LOCOG, Brent agreed to provide a number of key services such as waste & recycling, traffic management, parking, stewarding, health & safety, control room/CCTV facilities, communications and general management for the relays for the period they were in the borough.
- 3.35 The Olympic Torch Relay arrived in Brent on the 25<sup>th</sup> July. Just two days before the opening ceremony and during the first week of the school holidays it attracted large crowds with a total estimated at 95-100,000 people lining the route. A West London arts project with schools also saw children in carnival dress welcoming the torch. The torch travelled via Wembley Stadium where the bearers included Gordon Banks (footballer) and Nathan Roberts (badminton Olympic Medal winner). The relay attracted very positive coverage from both national and local media and enabled the Council to explore the power of

Twitter to keep the public informed of the progress of the relay through Brent. The hashtag 'brenttorch' trended worldwide for an hour and the Brent Council Olympic Torch Relay page was the most visited page in July with over 13,000 unique views in a month. A video and photo montage of the relay through Brent has attracted nearly 700 views - the largest number to date for a Brent Council video.

- 3.36 The Paralympic Torch Relay was a 24hr event travelling from Stoke Mandeville to the Olympic Park in Stratford and it reached Brent in the very early morning of the 29th August. The torch received a spectacular welcome at the BAPS Shri Swaminarayan Mandir where it was re-lit at the temple steps and proceeded to Willesden Sports Centre where local sports clubs and members of the public were waiting to see it. A total of 6,600 people saw the Paralympic Torch Relay through Brent. Again there was good media coverage especially from the breakfast news services and local papers. Twitter was again used and proved effective for informing the public on delays. Once the relay had left Willesden Sports Centre hosted a Disability Sports Open Day where disabled and able bodied young people could try out a selection of sports.
- 3.37 The Olympic Torch Relay was stewarded by 145 Brent Council staff volunteers who were trained for the purpose and 30 of them volunteered again for the Paralympic Torch Relay. The staff capacity, pride and willingness to assist in these major events must be acknowledged.

### **Training Camps**

- 3.38 Vale Farm was used as a Games-time training camp by the Japanese Olympic Badminton team due to the proximity to Wembley Arena. The team agreed for members of the public to see them train from the gallery above the courts. Leisure Connection, the contractor at Vale Farm, was very proactive in accommodating the needs of the Japanese team. The team were very happy with the venue and sent this message:  
*On behalf of the Japanese badminton team, I would like to say a big THANK YOU for all the support you have shown during the Olympics. The Japanese team had never won any medals at the Olympic Games before but they exceeded their expectations and took home a silver medal!  
Thank you so much for all your help whilst they were training at Vale Farm.  
We couldn't have won this medal if it wasn't for your team's support.*

### **London Ambassador Pod**

- 3.39 The London Ambassador Volunteer programme was led by the GLA. Up to 8,000 volunteers were active during Games time to welcome visitors into the capital. At Wembley a 'pod' was located on the new landscaped area on Empire Way where volunteers offered information to visitors on the local area and further afield. The GLA propose to continue the London Ambassador Volunteer programme running and make volunteers available for major sporting and cultural events. They are currently in discussions with Wembley City researching the possibility of using Ambassadors during 2013 events in Wembley.



## **4.0 Financial Implications**

4.1 Brent Council was secured £700k for the delivery of operational services which were additional to usual service operations and critical to operating a safe and effective Olympic Games in Brent. It also received £50k towards borough dressing and artistic content during the Games. Both these grants were restricted to the agreed eligible actions as stated in the contracts and where claimed in full.

## **5.0 Legal Implications**

None

## **6.0 Diversity Implications**

6.1 The London 2012 Games brought disabilities to the fore. Brent continues to promote its Sportability Club at Willesden Sports Centre, free swimming for disabled people and aims to increase its range of sports to include wheelchair basketball and sitting volleyball and promote sports for disabled pupils via schools. The Council is also keen to continue exploring cultural activities with disabled people such as via arts and dance projects.

## **7.0 Staffing Implications**

7.1 The role of the Brent Manager for London 2012 was created to lead on and manage the on-going development and delivery of the Brent 2012 action plan. The role was responsible for managing and co-ordinating the governance arrangements for London 2012 across the council as a whole, act as lead officer and contact for the council for London 2012 including establishing key partnerships and leading on the hosting of the torch relays. This role came to an end in October 2012. This approach to managing such a large event was very successful and should be considered for any future similar activity where co-ordination of a complicated partnership arrangement is needed.

## **Background Papers**

Executive Report, 12<sup>th</sup> March 2012 - London 2012: update on Brent's Action Plan for the Games period

Executive Report, 15<sup>th</sup> November 2010 - Inspiring Brent: Brent Council's Programme for the London 2012 Games.

Executive Report, 18<sup>th</sup> January 2010 - Inspiring Brent: Brent Council Action Plan for the London 2012 Games.

## **Contact Officers**

Gillian Spry  
Brent Manager for London 2012

SUE HARPER  
Director of Environment and Neighbourhood Services