



# Extending Horizons

Making the most of the legacy of the London 2012 Games



## Legacy first



From the outset, the London Organising Committee of the Olympic and Paralympic Games (LOCOG) has been firmly focused on legacy and sustainability. But exactly what does that mean for Britain's small and medium-sized enterprises? David Oldfield, Managing Director, Lloyds Banking Group Commercial, explains.

The London 2012 Olympic and Paralympic Games are going to be an enormous success, of that I have little doubt. It will create magical moments that we will remember for many years to come.

The performances of some of the world's greatest athletes will help inspire some people to conquer adversity, others to live healthier lifestyles and encourage others to take up sporting or physical activities – and it will perhaps kick-start one or two future British world champions on their long path to success. That is the hope of Olympic Legend Daley Thompson, who extolls those virtues within this guide.

This summer will also conclude our country's hosting of the Cultural Olympiad – a celebration of artistic creativity which each hosting city runs during the four year build-up to its Olympic and Paralympic Games. More than 16 million people have engaged with the creativity of artists, film makers and musicians at a number of performances and festivals – the majority being free to attend. Perhaps the next wave of British culture will be inspired by these events.

Whether it is through sport or culture, the London 2012 Games will also help bring communities together as people discuss and share the key moments. This will help reawaken people's interest in their local community, both commercially and socially, with very real long-term benefits.

For businesses too, the London 2012

Games give the potential for profound and long-lasting benefits, as we are highlighting in this guide. Indeed, we commissioned a report entitled *The Economic Impact of the London 2012 Olympic and Paralympic Games* which revealed that the 2012 Games will have supported an extra £16.5bn of GDP (at 2012 prices) and 354,000 years of employment between 2005 and 2017. (See page 23 for the link to this report.)

From our perspective as a proud partner, we saw the 2012 Games as more than just the world's biggest and most exhilarating sporting event. They are an opportunity to showcase British business of all sizes to a worldwide audience and give us an opportunity to continue our support of the country's SME sector.

A focus on legacy and sustainability was an essential part of the tendering process for London 2012 Games' contracts. Highlighting this are the findings from our economic impact report, which estimate that 30% of the extra GDP the 2012 Games will have generated will come in the five years after the event. For many companies, both global corporate businesses and small companies making the most of the many contract opportunities available to them, this meant revisiting their tendering and operating practices. This may have appeared onerous at the time, but it has given many of them a distinct advantage when tendering for public agency and major corporate work afterwards.

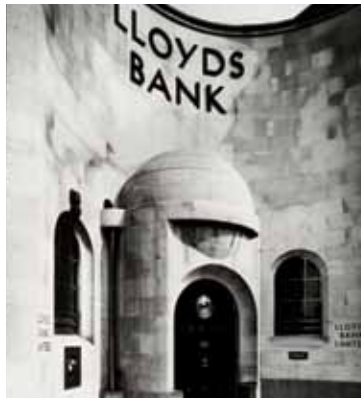
Unsurprisingly, tourism will benefit enormously from the London 2012 Games – our economic impact report estimating 10.8m tourist visits between 2005 and 2017.

However, the commercial benefits will be felt across all sectors, with a myriad of smaller companies supporting the infrastructure of the 2012 Games as direct suppliers and supply chain partners of official contract winners. To support this, Lloyds Banking Group has hosted a number of London 2012-themed events to bring businesses from across the supply chain together. These have created long-term working relationships which will benefit all parties for a considerable time ahead.

The business lessons learned from the 2012 Games, from initial tendering applications through to final delivery, are now an integral part of the British business legacy (see page 4) and are helping support both national and international growth. In this guide, we have spoken to the Olympic Delivery Authority and UK Trade and Investment to get their assessment of the business benefits and impact abroad. Whether as direct sellers to these overseas markets or as suppliers to businesses who are, SMEs are in a perfect position to support UKTI's aspirations.

With the UK set to host a number of sporting world championships over the coming years – in what many commentators are calling a “golden decade of sport” – there are great opportunities for SME businesses to further demonstrate this learning.

Legacy and sustainability includes responsible consideration of the impact that London 2012 will have upon the communities in which it, and its contract winners, work, as well as the environmental footprint they will leave. So within this guide, we have recommendations from EDF Energy to make you more environmentally efficient, helping you make a positive impact within your local community.



Lloyds Bank's temporary branch at Wembley Stadium offered full banking services for visitors and competitors during the London 1948 Olympic Games

We also discuss Sport England's work to encourage businesses to support local sporting programmes, and analyse a Business in the Community (BITC) scheme to help companies engage with Social Enterprise initiatives.

It is testament to LOCOG's efforts that in putting legacy and sustainability at the top of their agenda for the London 2012 Games, they have had such a dramatic and profound effect on this country's SME sector. In putting these two key themes first, they have put British business in an extremely well-placed position to benefit from national and international contracts in the future.

**“From our perspective as a proud partner, we saw the London 2012 Games as more than just the world's biggest and most exhilarating sporting event.”**

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# London 2012 Games legacy



## London's Call The legacy of the 2012 Games

The legacy of the London 2012 Olympic and Paralympic Games will impact differently across the country. But when the cheers from the Closing Ceremony have stopped echoing around the Capital, what lasting benefits will remain for Britain's businesses? Maximising the legacy has been the focus of Sir John Armit, Chairman of the Olympic Delivery Authority (ODA).

As Chairman of the ODA, the public body responsible for developing and building new venues and infrastructure for the London 2012 Games, Sir John Armit has had to balance many different demands. The needs of the International Olympic Committee, the athletes, the local community and its infrastructure, future requirements and, of course, the public purse have all been part of the thinking. "Every decision on what should be built was considered in the light

of these conflicts," says Sir John. "We not only had to think about what was required for the 2012 Games but also what might be needed for their legacy.

"For example, once the athletes have left the Olympic and Paralympic Village we have to convert their accommodation to be homes for people in the long term. Rather than focusing solely on the athlete's needs, we asked: 'What are the particular adaptations needed to those homes to make them meet the

needs of the London 2012 Games?' Usually, it's the other way round.

"So, instead of installing kitchens that athletes will not use, we used the space for extra bedrooms. These will then be converted into kitchens once the athletes have left, giving buyers of the properties the benefit of brand new facilities."

### The future

The ODA has been working closely with LOCOG and the London Legacy Development Corporation (formerly known as the Olympic Park Legacy Company), the agency focusing solely on the development of the Olympic Park and surrounding area after the London 2012 Games. A major focus for Sir John and the other stakeholders has been the Olympic Stadium – the reasons are obvious. Despite hosting what many consider to be the best Games so far, the Olympic Stadium in Sydney has struggled to fill either a role in the local community or within the wider Australian sporting infrastructure.

For London, the ODA realised an 80,000-seat main stadium could suffer a similar fate, so one of the proposals will see it reduced to a 25,000 seat capacity athletics stadium at the completion of the London 2012 Games, making it a more viable proposition for future sporting events. An alternative option would be to reduce the seating capacity to between 60-80,000 for regular use as a football stadium. Additionally, long-term owners or operators have already been found for almost all the major facilities that make up the London 2012 Olympic Games venues.

It is not just the stadia that will benefit from this forward-thinking legacy approach. Around 75% of the several billion pounds spent in developing East London takes the form of tangible transport or infrastructure





“The London 2012 Games have generated billions of pounds-worth of economic activity across the whole of the UK.”

## Learning Legacy

The ODA hosts a special website, Learning Legacy ([www.london2012.com/learninglegacy](http://www.london2012.com/learninglegacy)) which aims to share the knowledge and lessons learned from the construction of the Olympic Park to raise the bar within the construction sector and act as a showcase for Britain's businesses.

Contractors, industry partners, government bodies and academic institutions have all been involved to capture these lessons and document best-practice examples and innovations for the benefit of future projects.

The website contains a wealth of information for companies, arranged into 10 themes, such as masterplanning, design and engineering innovation, sustainability and transport.

benefits which Sir John points out, “will be around for the next 100 years at least”.

### The financial legacy

As with many major global projects of the time, the economic downturn in 2008-09 had effects on the building and infrastructure plans for the 2012 Games. However, the ODA's focus on legacy helped counteract any short term problems, and the socio-economic legacy is obvious. A large chunk of what was industrial waste land has been transformed into the largest park to be created in the UK for 100 years, with space for future additional commercial development. This will benefit the local neighbourhood by providing green space for the community to enjoy and strengthened transport infrastructure to support the needs of residents and traders for many years to come.

The giant Westfield shopping centre adjacent to the Stratford site has already generated some 10,000 jobs. And the benefits of the East London site will continue long after the athletes have departed: “Stratford will continue to be a development and construction site for probably 20 years. If you look at the square footage in the

master plan, you're probably talking about another 2-3 million ft<sup>2</sup>, which will be several billion pounds-worth of activity,” says Sir John.

### UK-wide benefits

Sir John has also ensured that the long-term benefits of the London 2012 Games are spread across the country, not just felt by those closest to the Olympic Park. Approximately half the tenders have been won by companies operating relatively close to the main Olympic Park as generating local employment was one of the criteria in developing the 2012 Games. However, businesses from outside London have provided about 50% of the value of services supporting this summer's event.

The “phenomenally complex” nature of modern supply chains means that the benefits of contracts are spread around the UK, Sir John adds. “You might think that steel has come from a steel supplier and fabricator in one part of the country. But you find out that the fabricator bought it from someone in another region and before it ever got to him it stopped off hundreds of miles away in another area because only a certain company with the necessary skills had the ability to pre-treat it.

“The London 2012 Games have generated billions of pounds-worth of economic activity across the whole of the UK, and through the trickle-down effect with these supply chains, the benefit of that will be felt by the entire country in the long term.” To assist this activity, Lloyds Banking Group hosted a number of events to bring Tier 1 contract winners together with SMEs further down the supply chain, while other partners of the 2012 Games have similarly worked hard to spark economic action across the business spectrum.

### Global capabilities

Further afield, the work completed so far for the 2012 Games, and the lessons learned from it, have given British companies a headstart when tendering for contracts associated with other global events. Already, some have won work for both the Rio de Janeiro 2016 Olympic and Paralympic Games and the 2022 FIFA World Cup Qatar competition.

Other legacies, such as the Learning Legacy (see left) and the need for more sustainable business practices as part of the tendering process for the London 2012 Games, will likewise give UK companies the foresight and abilities to support their ambitions both nationally and internationally for many years to come.



## The Aquatics Centre ↘

Highlighting the legacy ambitions of the London 2012 Games venues is the Aquatics Centre. The needs of Olympic competition require the accommodation of 17,500 spectators, whereas the ODA feel that only a permanent number of 2,500 seats are needed to host national or international events in the future. Therefore, when the London 2012 Games conclude, two temporary wings of the building will be removed and replaced with a crèche, family-friendly changing facilities and a café, ensuring the Centre meets the demands of its local community for the future.

## Competitive spirit

The London 2012 Olympic and Paralympic Games have proved to be a business bonanza – and British firms can go on reaping the benefits long after the London 2012 Games have left town.

Of the many companies that landed London 2012 Games' contracts, one in three has a relationship with Lloyds Banking Group. It's a statistic that gives Paul Evans, Area Director, Commercial Banking, a quiet pride.

In the run-up to the London 2012 Games, Lloyds Banking Group ran more than 200 events across the country to help businesses of all sizes prepare to bid. Thousands attended, and many more made use of the tips provided in a business guide produced by the Bank specifically for the 2012 Games tendering process.

"Some had never been involved in a procurement process before," says Paul. "For all of them, this was a once-in-a-lifetime opportunity, and we wanted to give them the best possible chance."

The Bank's support wasn't just limited to hosting events and providing guidance. Winners of 2012 Games tendering processes had access to £1bn of Lloyds Banking Group capital to help them fulfil their contracts.

### Valuable lessons

But what of the companies who weren't successful with their initial bids? Paul believes even those whose London 2012 Games bids didn't come off have gained valuable procurement knowledge from

the exercise: "It involved stepping back and taking a look at their business – from their financial status to their green credentials. It will leave them in better shape for future tendering."

A fundamental step for hopeful bidders was to register with the CompeteFor portal. That website advertised 2012 Games tenders alongside tips and advice to help win contracts as well as tendering opportunities from other agencies. Those who got on board will now be able to bid for contracts from a growing number of major organisations, which includes Crossrail and the Metropolitan Police.

Then there are the new networks that have been established. For instance, Lloyds Banking Group brought smaller companies from the SME sector together with the purchasers from Tier 1 contract winners.

"It was a chance for firms to get a slice of the London 2012 pie as sub-contractors. But more importantly, it brought people together for potential future business, in a way that wouldn't have happened otherwise," says Paul.

Overall, he believes, Britain's businesses are fitter and stronger as a result of the London 2012 Games: "They've given a much-needed confidence boost to companies across the UK."





## Turnover doubles for family-run souvenir business

It is not just major corporate contractors who benefited from London 2012 Games' tenders. Awnhill Ltd, a family-run business based in Middlesex, is set for a busy year after winning a 2012 Games contract as an endorsed supplier of official merchandise.

**F**ounded in 1975 by Narendra Thakrar, Managing Director, Awnhill Ltd is a family-run business currently managed by son Hiten Thakrar. The company designs and supplies souvenirs such as key rings, snow domes, baseball caps and magnets to museums, airports and theme parks all over the UK, with its core business supplying tourist attractions in Central London.

To win a London 2012 contract, Hiten signed the business up to the online CompeteFor portal.

After successfully pitching for a souvenir licence, Awnhill was awarded with an official contract and has since become a supplier to large retail organisations including John Lewis, Sainsbury's, Tesco and JD Sports.

As a result of securing the contract the business has doubled its turnover and increased its product range by 30%. Awnhill has also recently hired three new members of staff to help meet the growing demand, taking the number of employees at the business to 15. As a customer of Lloyds TSB Commercial, the business has also received support, guidance and vital access to new contacts to help them grow and develop new services.

Hiten Thakrar, Sales Director, said: "The souvenir licence was one of the most

sought-after tenders to win as it opens many doors for small businesses such as ours, which is why we're so delighted to have been selected. The contract has taken us to a new level and introduced us to customers we would never have dealt with previously. We will be using the opportunity as a springboard for growth by working with our new customers and developing long lasting relationships with them for years to come.

"The support from Lloyds TSB Commercial has been fantastic. Our business development manager has been a great support and promoter of our business and has introduced us to new contacts and potential customers."

**"As a result of securing the contract the business has doubled its turnover and increased its product range by 30%."**

## Play to win

'Better never rests' may be a motto for athletes, but it should also sum up your approach to procurement exercises. Paul Evans shares his top tips.

**Stay focused** Set a firm direction for your business and stick to it. Don't get distracted from this vision and ensure your staff are fully engaged with it.

**Knowledge is king** Research your potential customer and tender. How would you fit into their plans? What operating procedures can you change to seamlessly work within their requirements?

**Planning is key** Do you have the resources to fulfil a contract win? Stay one step ahead and eye up new staff, funding and premises so that if you are successful, you can hit the track running.

**Check and challenge** Guidance is out there. Whether it's your professional advisers, accountant or bank, they can confirm whether your bid is sound and flag up any issues to reappraise.

**Take action and be bold** When you take action, whether bringing a bid together or chasing through a tender, things get done. You can win most tenders open to you, even if you think you would be too small to be considered for a bid, and companies who have won London 2012 Games contracts have been glad they took action.



## Flying the flag

Brits are in big demand in the international sports world, but what about the country's businesses? Jon Tibbs, UK Trade and Investment (UKTI), explains how they can capitalise on this competitive edge.

**R**egardless of who takes the gold medals at the London 2012 Olympic and Paralympic Games, British business is set to be a big winner.

Before the 2012 Games have even taken place, the shine of the capital's experience is rubbing off on British companies. Those hosting and bidding for future events – from Sochi, Russia, the venue for the 2014 Olympic and Paralympic Winter Games, to Qatar, which has secured the 2022 FIFA World Cup – are keen to tap the knowledge of UK firms.

"London 2012 has definitely given us a competitive advantage," declares Jon Tibbs in his capacity as Chairman of the UKTI Global Sports Projects Advisory Group.

Jon is close to the action in more ways than one and his experience is being used by International Sports Federations and nations and cities bidding for major sports events. These roles complement the expertise he brings to his UKTI position which helps British firms seize opportunities in the highly competitive international sports arena.





## Get off the starting-blocks

Jon's advice to companies eyeing international business opportunities is:

Subscribe to publications to stay on top of developments in your target market and add your name to the UKTI supplier directory.

Research the governing bodies, their advisers and current suppliers, and seek sector expertise.

Work with UKTI, international chambers of commerce and other industry bodies with international links, and keep a regular eye on the work of SportAccord.

Fight to attend international events and present your products and knowledge to the top people, up to and including the National Olympic Committees and sports ministers. Do not underestimate the power of Trade Missions.

### The UKTI role

There are major trophies to be won in the form of business contracts, according to Jon, with those businesses who support major exporters a vital cog in supply chains: "This isn't just a bit of a sports marketing opportunity. Every Olympic and Paralympic Games, and many other sports events, require massive infrastructure development for the city and the surrounding area. Plus, there are other large cultural events and infrastructure projects around the globe that British companies should be eyeing up.

Their need for strong supply chains creates opportunities for firms of all sizes across the UK."

UKTI encourages and supports businesses to pitch for these high-value projects, as well as for opportunities across the board: from feasibility work to fitting out stadia, VIP management, security and ticketing. The agency seeks to get UK firms in front of the key decision makers for future sports events worldwide.

But, Jon emphasises, there is much more that firms can do for themselves. "UKTI is not a panacea," he says. "British business could do a lot better at ground-level research and in working hard to network with the right people. Often, businesses underestimate the importance of attending overseas events and having face-to-face contact with the decision makers."

### Grasping global opportunities

For businesses wondering where to start, Jon offers a very obvious example. Brazil is already drawing on British expertise as it prepares to host the 2014 FIFA World Cup Brazil and the Rio 2016 Olympic and Paralympic Games.

"London 2012 has set the highest standards ever seen in procurement, health and safety and environmental sustainability, so the organisers of these two events have a good practice model to follow," says Jon. But he adds a warning: "Brazil is a tough market to crack. You can't work in isolation there; you need a Brazilian partner.

"The credibility and added value of British business is clear to any country planning to host a large-scale sporting or cultural event."

That's where research and UKTI help can assist ambitions."

Beyond that, there are major events every year. And the UK's current winning form – securing the 2017 IAAF World Athletics Championships over favourite Doha, for example – means not all of them are overseas. Learning the lessons of the procurement processes for the London 2012 Games should help ambitious companies make the most of the many opportunities ahead as Britain approaches its "golden decade of sport".

Looking ahead, Jon is upbeat: "The credibility and added value of British business is clear to any country planning to host a large-scale sporting or cultural event, or a major infrastructure project. Just do the right research, get out there and make the right contacts."





## The Social Enterprise Network

The London 2012 Olympic and Paralympic Games are providing the ideal platform for a Business in the Community scheme linking UK business with Social Enterprise initiatives.

Whether tackling social problems, improving communities or expanding people's life chances, the rise of Social Enterprises (SEs) supports the Coalition Government's Big Society promise. Although selling goods and services in the same vein as traditional businesses, with a similar focus on bottom line strength, SEs also seek to make a social, environmental and economic difference to the communities in which they operate. For businesses seeking to improve their Corporate and Social Responsibility programmes, a tie-in with an SE initiative offers plenty of mutual benefits, as highlighted by the Business in the Community (BITC) charity.

### The arc initiative

BITC has been using the excitement of the London 2012 Games to launch its "arc"

project. The scheme encourages mainstream companies to work with SEs by providing desk and meeting space, funding through sponsorship, training and expert support. Having occupied different business niches, UK companies have often overlooked social enterprises despite having the knowledge and experience to help them succeed and grow.

At present, there are 10 business partners working with the arc scheme and all are official sponsors of the 2012 Games. These partners, including BP and Deloitte, have already helped create a lasting legacy for the communities of East London and they've been helping support initiatives such as Blue Sky.

Blue Sky, an initiative also supported by the Lloyds TSB Foundation, employs ex-offenders for tasks such as ground maintenance, catering work and recycling

and is a prime example of the benefits of SEs, says BITC's Jane Pritchard: "Around 500 people have gone through this programme; re-offending rates have dropped from 60% to 15%. It's been amazingly successful.

"We're working closely with LOCOG and the London Legacy Development Corporation (LLDC). The LLDC is very keen on giving SEs the opportunity to benefit from the regeneration that's going to happen after the London 2012 Games," adds Jane.

As proof of this commitment, SE programmes have won tendering opportunities in the build up to the 2012 Games; one initiative being appointed to run both the Aquatics Centre and Multi-Use Arena in the Olympic Park.

### The legacy of business benefits

But what do UK businesses get from their support of both arc and social enterprises?

## FIND OUT MORE

- ↘ To find out more about the arc project, visit [www.buildingbetterbusiness.org.uk](http://www.buildingbetterbusiness.org.uk)
- ↘ Larger companies should look at the BITC website's corporate partners page, which lists a number of support packages.
- ↘ A database is being prepared for smaller companies to give them an idea of available social enterprises.

"SEs are values-led organisations and we think mainstream companies can learn from that," says Jane. "Involvement with SEs also helps larger organisations deliver on their sustainability programmes and that is a long-term commitment. Although the arc project is linked to the London 2012 Games, that was merely a catalyst and I expect these benefits to continue long after the 2012 Games are concluded."

Jane highlights a further benefit: "Companies have found that engagement

with SEs is incredibly good for employee recruitment and retention – individuals working with SEs really get hooked on it. As a further 'plus', by their very nature SEs are very innovative. They're small and fast-moving and that can provide a useful injection of ideas to mainstream organisations."

### BITC – the future

The conclusion of this summer's 2012 Games means the arc project can be expanded to include businesses who are not official London 2012 Games sponsors. This will support the general growth of Business/Social Enterprise collaborations around the country with more and more companies developing a relationship either directly with an initiative or as part of an organised scheme.

To show the strength of the working relationships, a complementary organisation in Scotland is already in talks with BITC over a similar project. This will connect with the 2014 Commonwealth Games in Glasgow, while BITC is also studying how to export the idea to the Rio de Janeiro 2016 Games.

## Checklist ↘

There are several ways in which companies can determine if they are likely to be a good 'fit' with social enterprises and receive information to help set up a relationship:

- Ask senior staff managers, or your employees directly, to gauge the level of support a scheme would receive.
- Get start-up guidance and free advice from agencies such as The Start Up Donut, Mentorsme, Striding Out or BITC's Mentoring\* programme.
- Get free professional advice from Get Legal, LawWorks or The Law Donut\* to ensure you have the right governance, legal forms, contracts and partnership.
- Organisations such as Social Enterprise London and Social Firms UK\* can offer further advice.
- Courses, such as those run by the School for Social Entrepreneurs\*, exist for businesses wishing to learn more.
- Link ups to initiatives such as the DKH Legacy Trust could support your ambitions.
- Funding might be available to your business to help you take the first step. More details can be found from UnLtd, The Prince's Trust, Kickstarter and Funding Central.\*
- However, incorporating SE schemes can be as easy as opening up your supply chain to Social Enterprises.
- You can search for local groups at [www.socialenterprisearch.com/pages/listing](http://www.socialenterprisearch.com/pages/listing)

\*See inside back page for website addresses

## Legacy in figures

### What is Government doing to support the legacy of the London 2012 Olympic and Paralympic Games?

Through a Department of Culture, Media and Sport paper in 2010, the Coalition Government outlined four key legacy issues it wanted to address.

These were defined as:

- ↘ Harnessing the UK's passion for sport to increase grass roots and young people's participation – encouraging the whole population to be more physically active.
- ↘ Exploiting to the full the opportunities for economic growth offered by hosting the London 2012 Games.
- ↘ Promoting community engagement across all groups in society through the London 2012 Games.
- ↘ Ensuring the Olympic Park is developed as one of the principal drivers of regeneration in East London.

As a commitment to this legacy, the Government made a number of pledges and commitments. These include:

- ↘ £65m funding through the Department of Education for the 2011/12 and 2012/13 school years so secondary schools can release a PE teacher to organise competitive sports.
- ↘ £130m funding to support Sport England's People Places Play programme (see page 17) which includes the Club Leaders initiative.
- ↘ £14m over the next two years to support levels of primary school participation in the School Games, a series of intra-school competitions.
- ↘ £8m through Sport England to tackle the barriers disabled athletes face when they want to play sport.
- ↘ Delivering a lasting tourism legacy aimed at generating £1bn worth of PR and marketing activity, to deliver £2bn in extra visitor spend each year.
- ↘ Supporting a "2012 Inspire" programme, with more than 2000 community programmes proudly displaying the programme's mark.
- ↘ Creating 22,500 new volunteering opportunities through the Cabinet Office's existing legacy programme.
- ↘ Clearing away and cleaning up of 250 hectares of centuries-old contamination and blight in the heart of East London.
- ↘ Opening up of 5.5km of improved waterways.
- ↘ Setting up new homes for the East London community, which will begin with 2,800 created by the conversion of the Olympic Village at the conclusion of the 2012 Games.
- ↘ £130,000 through Sport England's Sportmatch funding programme to help deliver Street Games, bringing sport to disadvantaged areas across the UK.

To download or read the full report, visit [www.culture.gov.uk/images/publications/201210\\_Legacy\\_Publication.pdf](http://www.culture.gov.uk/images/publications/201210_Legacy_Publication.pdf)



# Employee engagement

Employee engagement plans serve a number of purposes. They not only instil a company culture and sense of pride to help set them apart from other businesses, but allow employees to feel engaged with the company and its goals. Perhaps most importantly of all, employee engagement programmes help staff feel they are more than just an asset.

With a clear idea of the support and commitment their company feels for them, employee's client relationships improve, their productivity increases and clear lines of communication between colleagues are set. When health and fitness initiatives are also embedded in the engagement programmes, then staff don't just feel healthier but absences through illness and stress are reduced.

Embedding a programme goes beyond explaining the framework of a company or having inspirational managers though. It needs a clear programme to support the aspirations of employees. Having a platform on which to base these aspirations is often key and businesses can link their programmes to schemes and events in its local community. When Lloyds TSB Commercial created its own employee engagement campaign in 2009, called

## Personal Bests the terms of employee engagement

Engaging staff has very measurable benefits and Lloyds TSB Commercial's sponsorship of the London 2012 Olympic and Paralympic Games has provided the perfect platform to drive the Bank's own employee engagement programme forward



Personal Bests, it had the ideal platform to showcase these aspirations – the London 2012 Games. Although aimed at the Bank's staff, the lessons and findings from Personal Bests apply to most other employee engagement programmes.

Personal Bests grew out of a five-year People Strategy, explains Catherine Diamond, the Bank's London 2012 Employee Engagement Partner in the Wholesale division. "Our priority was to look at how we could underpin our existing people strategy with our London 2012 assets as well as carrying out research across the business to identify what people were interested in and gauging what London 2012 meant to them."

**"Feedback demonstrated that people were learning leadership and life skills away from their desks that were transferable back into the workplace."**

Her research revealed three identifiable ambitions for staff. They suggested a campaign that would improve their health and fitness levels; hoped to use the inspiration of athletes to develop their own business performance; and indicated a desire to understand how the London 2012 Games would impact on their communities. These findings aligned perfectly with three existing People Strategy priorities: health and wellbeing, learning and development, and sustainable community volunteering.

### The solution

Using these findings, three programmes were fleshed out within the campaign: Give Something Back, Get Ahead and Get Active. The Bank's sponsorship of the 2012 Games not only helped employees engage with these programmes but also provided incentives for achieving goals.

Incorporating Personal Bests presented Catherine and her team with some initial

challenges. Communications needed to engage with a widely geographically spread workforce, which included call centre workers, relationship managers, admin staff and traders.

The changing shape of the business due to integration and restructuring meant that key stakeholders and sponsors moved to new positions or left their division, and the team also had to ensure that access to the IT systems required for Personal Bests complied with security policies.

Personal Bests has already impacted considerably on staff with the benefits acknowledged by the Bank itself (see box, right).

### The longer-term benefits

The long-term benefits of an employee engagement programme are not just in having the next generation of managers learning leadership skills. Developing their skills as an embedded employee, rather than concentrating solely on a pay packet, means staff retention levels are high and absence through stress reduced. This reduces costs associated with recruitment and new staff initiation and training.

Catherine's biggest challenge is sustaining the success of the campaign once the Olympic and Paralympic Flames have been extinguished. She's been planning ahead for this, carefully using the London 2012 Games to underpin the campaign without overshadowing it. "Ours is a standalone programme," explains Catherine. "It doesn't need London 2012 – that's just been the most terrific bonus. We intend continuing the programme and we're always trying to keep it fresh with new ideas."

**"Developing their skills as an embedded employee means staff retention levels are high and absence through stress reduced."**

## The Personal Bests campaign

The Personal Bests employee engagement programme has three elements:

**Give Something Back** (Community) is designed to teach values through leadership and volunteering in the community – not just 'one-off' events such as painting a community building, but through long-term commitment. An initial day certificate course shows volunteers how to lead and get involved in sustained community activities and the programme has already attracted 350 people, with more than 1800 hours of voluntary work logged to date.

**Get Ahead** (Learning & Development) draws parallels between business and sport. Lloyds TSB Commercial has a particular desire to be 'famous for learning' – differentiating itself through investing considerable sums in staff development – and eight modules were created to help staff set goals based on the experiences of leading athletes.

Tips from athletes, sports psychologists and business leaders have helped maintain employees' focus on business acumen and there have been over 8,900 hits on the Get Ahead website so far.

**Get Active** (health and fitness) encourages employees to improve their physical fitness by working towards monthly 'Golden Miles' targets. The programme uses existing activities, such as a daily walk or cycling to work, and asks employees to slightly increase their distances and efforts. Online training tips come from athletes, nutritionists and others, and the programme has already signed up a remarkable 2,500-plus participants. Those achieving their targets are set slightly more demanding ones for the following months; those who fall short are encouraged to keep going.

## CHECKLIST

If you wish to embark on a similar programme, here are things to consider:

- Identify the specific benefits of a similar programme to your organisation and the rationale behind the project.
- Clearly communicate this business story internally.
- Are you clear on what you want any sponsorship/
- themes to deliver internally – it should support existing priorities and objectives.
- How will you maintain your programme once this sponsorship/theme has finished?
- Ensure you align your audience's expectations with your organisation's strategy.
- Be clear on your outcomes and impacts.

## Let there be light

The London 2012 Olympic and Paralympic Games will be a 'lower-carbon games' thanks in part to their official electricity supplier. But EDF isn't just powering the events – it's using the occasion to switch on a lasting awareness of sustainability issues.

It is a time of dynamic change for utility companies with discussions about pricing, nuclear fuel and renewable energy dominating talk about the sector. The UK's largest generator of low carbon electricity has been using the power of the London 2012 Games to encourage people to think about where their energy comes from.

"We're coming out of an age when energy was cheap and plentiful," says Gareth Wynn, Director of EDF's London 2012 Programme. "If we want to ensure a low carbon future and still maintain stability of supply at affordable prices, we need to invest in new low carbon generation capacity and encourage everyone to act to reduce their consumption."

The company was quick to spot the potential for using the emotional pull of the 2012 Games to get people thinking and acting on these critical issues.

### The energy to succeed

As an official partner of the London 2012 Games, EDF is aiming to help create a legacy that will endure for generations.

On the purely physical level, there will be a lasting mark on the capital. For instance, EDF is working with General Electric, BMW and Transport for London to install 120 new charging points for electric cars in the city. These points will support

the electric vehicles in the London 2012 Games fleet and will then remain in place for use after the 2012 Games have concluded.

Naturally, the Olympic Park will have an electricity supply backed by low-carbon nuclear and renewable sources. But other landmarks will benefit too.

For instance, in partnership with General Electric, the City of London Corporation and the Greater London Authority, EDF is supporting an upgrade of the lighting on Tower Bridge, which is being replaced with a modern LED system that will use 40% less energy. The London Eye – now sponsored

### GREEN TIPS FOR BUSINESS

SIMPLE MEASURES CAN SAVE BUSINESSES 10 TO 15% OF ENERGY COSTS. HERE ARE A FEW OF EDF'S SUGGESTIONS:

- ↘ Consider combination heaters (storage and convector) for offices used regularly, and convectors with controls for areas used for short periods.
- ↘ Get advice on recovering heat wasted through ventilation, catering, cleaning or industrial processes.
- ↘ Switch to low-energy light bulbs – each can save £50 in running costs over its lifetime.
- ↘ Change from standard bib taps to spray taps – this can reduce hot water demand by up to two-thirds.
- ↘ Appoint an energy champion who can allocate staff certain responsibilities, such as switching off lights when staff go home.



by EDF Energy itself – is also powered by electricity backed by low carbon generation.

These eye-catching projects were designed to get people thinking. Gareth is candid about the company's motivation: "The reason we became a sponsor was to use this as a platform to engage people in sustainability."

Thus the 'Team Green Britain' programme. Over a million people have so far become members of this carbon-cutting action, whether through smarter use of home energy, buying local food or dusting off their bikes instead of taking the car.

"In aggregate, if everybody does a little bit, it will make a big difference," says Gareth.

That extends to businesses too. EDF already takes its energy-saving roadshow to businesses around the country, offering tips and inspiration on everything from transport to recycling.



## Setting the standards

Sustainability and legacy were two key issues for LOCOG and this focus has been rewarded. But how do other organisations follow their lead?

Over the past four decades, businesses and governments across the globe have brought in legislation, regulation and new ways of working to help reduce their impact on the environment.

But how do businesses integrate environmental strategies into their everyday working practices?

The British Standards Institution (BSI) has created a number of standards across many sectors to help businesses seeking to manage and appraise their sustainability measures. In 2011, LOCOG became the first Games organising committee to be independently certified to BS8901: Sustainability Management Systems for Events.

This BS8901 standard was inspired by the 2012 Games bid and has been developed solely for the events industry, helping the sector operate in a more sustainable manner. It requires organisations to identify and understand the effects their activities have on the environment, society and the economies in which they operate.

The standard is not a checklist. Instead, it defines management system elements that an organisation needs in order to improve its sustainability and looks at both environment and social impacts.

BS8901 shares many of the common management principles used in other management system standards such as ISO9001 (Quality Management) and BS OHSAS 18001 (Health and Safety Management).

LOCOG's award of BS8901 helps show how deeply embedded legacy and sustainability is within the organisation. It complements the work of the Olympic Delivery Authority transport scheme, Greater London Authority's city operations and several London 2012 Games venues which have also been certified to the BS8901 standard.

Standard BS8901 will shortly be superseded by international standard ISO20121, the first ever international sustainability standard and one that is likely to be the choice for major events throughout the world. LOCOG will immediately move over to this new standard, a move they describe as a great legacy achievement.

To coincide with the London 2012 Games, the company is extending this effort with the launch of a new software product called Visi, which offers firms an easy and engaging way to keep track of their energy and water consumption. Visi was inspired by the real-time energy monitoring technology that EDF created for the London 2012 Games to help organisers monitor consumption at key venues.

### Capturing young imaginations

But the initiative with potentially the most enduring impact is EDF Energy's Pod programme. Aimed at primary schools, it offers a range of practical activities, games, videos and lesson plans on green issues, all designed to capture the young imaginations of this country's future workforce and business leaders.

"It's about reaching out to the next generation and trying to ensure they

understand the issues and opportunities around sustainability, and appreciate the advice we are offering our business and domestic customers," Gareth explains.

"In the process, we hope it will encourage more children to pick up science and technology subjects – helping the next generation understand energy issues."

The appetite for such activities in schools is clear. EDF Energy's initial target, to reach 2.5 million children through the Pod, was quickly outstripped. More than half of England's primary schools are now involved. That means six million youngsters actively understanding and getting involved with campaigns from water saving to wind turbines.

As Gareth concludes: "There will be some immediate impact after the 2012 Games. But we think it will take five or ten years, maybe even longer, before we see the full legacy taking effect."



# Sporting legacy

## Play on

Will the real legacy from the London 2012 Olympic and Paralympic Games be in the shape of many more people getting the sporting habit? A billion pounds says it will – that, and the enthusiasm of people like Jennie Price, Chief Executive of Sport England.



Photo courtesy of Sport England



# £450m

Money Sport England is providing to 46 National Governing Bodies over the next four years to help them grow, sustain and exceed agreed targets.

## WHERE THE MONEY GOES ↘

### SPORT ENGLAND FUNDS:

- ↘ New and enhanced sports facilities across the country.
- ↘ The School Games, run at school, local, regional and national levels.
- ↘ Local investment, including sports opportunities in some of the most deprived areas.
- ↘ The people and organisations who run sports themselves from football and fencing to hockey and handball.

## MENTORING: NOT JUST FOR THE TOP TIER

Business has something to learn from the way mentoring works in sport at both elite and grassroots levels, according to Jennie Price.

"Most clubs rely on one or two exceptional people who are fantastic at organising and developing people's potential," she says.

"Businesses should be using the similar skills of its own exceptional people because mentoring isn't just something that works for very senior people – it has a wide application and can play a significant role even in quite small organisations."

Looking ahead to the London 2012 Games, Jennie concludes, "The enthusiasm surrounding the 2012 Games should inspire people in both sporting and

business worlds to take on mentoring roles, as sharing information and best practice is so important to success."

Mentoring forms a part of Sport England's Club Leaders programme. Club Leaders was developed to help businesses train and support community sports clubs, allowing them to become more robust and economically sustainable. These benefits are learned through seminars, e-learning modules, one-to-one mentoring and through a visit from Sport England's Learning Bus. For more information visit [www.sportenglandclubleaders.com](http://www.sportenglandclubleaders.com)

Playing sport is a regular part of life for a third of people in this country.

It's Sport England's goal to inspire the majority of us to embrace it as part of our normal routine, and to enjoy lifelong benefits associated with better health. And of course, the nation benefits too, with healthier lifestyles reducing NHS spend on obesity and type 2 diabetes, for example.

"Other countries have done it," declares Jennie Price, "and we can do it too."

Jennie is determined to ensure that the energy of the London 2012 Games ripples out across the country for years to come.

It's why Sport England has contributed Lottery and Government funds to such iconic London 2012 facilities as the spectacular Aquatics Centre and Velodrome – both of which will be adapted for public use after the 2012 Games.

### Sport for all

But the bulk of the organisation's work is focused on grassroots sport and it's by no means just the Capital that stands to benefit. Sport England is investing in grassroots sport across England and its 'People Places Play' programme is helping to transform the places where people play sport, and support the people who make it happen.

From Penrith to Penzance, pavilions are being upgraded, and playing fields and swimming pools resurfaced. Each will display LOCOG's 'inspired by London 2012' mark to show the work was funded because the 2012 Games came to London.

As part of Places People Play, Lloyds Banking Group are supporting Sport England with their Club Leaders initiative. This programme provides support and training for people who contribute time and experience, helping make sports clubs a vital part of their community.

Meanwhile, 22,000 people have already signed up for Sport Makers, which aims to train a new generation of volunteers to lead and inspire local clubs. A separate initiative is designed to help those clubs thrive by developing their business skills.

Besides all this, Jennie can look to the £1 billion budget set aside to continue to fund community sport up to 2017. "There aren't many areas of government funding that can be confident of that level of support," she points out.

### Businesses' role

Jennie salutes the businesses, large and small, which play their part by sponsoring the kit for children's teams or fund clubs jointly with her organisation. And for those who don't, now is the perfect time to start.

"This summer there is going to be a real upsurge in celebration and communities coming together," she says. "It will be an opportunity for businesses to enhance their relationship with local communities."

She accepts that the immediate aftermath of the London 2012 Games will feel, "a bit like the party has left town – because the party will have been so extraordinary.

"But the legacy isn't about those few weeks. It's defined by what happens in the following three or four years. And I am absolutely confident that the excitement and experiences people will have had, combined with the investment in people and facilities, will help sustain people's enthusiasm to play sport."

Both sportscotland and Sport Wales are providing schemes and programmes similar to the work of Sport England. This is all part of their combined aim to make sport accessible to all and help people across Britain live healthier lifestyles.

# The athlete's view

## A legacy that will keep on running and running

For Bethany Woodward, 400m World Champion, the energy of this summer's London 2012 Paralympic Games will not only continue to change the British public's perception of disabled athletes, but will also inspire the next generation of competitors. And she should know.

When Bethany Woodward first watched Paralympic competition at the Athens 2004 Games little did she realise it would change her life. "Until then, I was more into drama and dance," says Bethany. "I loved pushing myself to the limits with things like abseiling, but I hated running."

However, media coverage of Athens sparked Bethany's enthusiasm. "That Paralympic Games gave me the drive to get involved and I really got into athletic competition." The results have been dramatic, and eight years later, Bethany is the reigning 400m World Champion in the T37 category – one of the classifications for athletes with Cerebral Palsy – and seeking Paralympic Gold this summer.

### Changing perceptions

Born in 1992, Bethany is aware of the potential power of the London 2012

Paralympic Games. "All athletes show inspirational levels of courage and grit and that can really encourage others to live their lives to the full."

### Harnessing the excitement

Looking ahead to the summer, Bethany is hoping that enthusiastic crowds will connect with LOCOG's vision of 'Sport like never before'. "I think there will be a big turnout at the London 2012 Paralympic Games because we're one of the best teams competing."

This would emphasise the International Paralympic Committee's (IPC) and International Olympic Committee's (IOC) vision of equality between the Olympic and Paralympic Games. This extends beyond the sharing of facilities to cover equality with relation to media coverage and spectating numbers. Already, the London 2012 Games have been shown to fully grasp this ambition.



© Bethany Woodward 2012

“The facilities for the 2012 Games were created for both Olympic and Paralympic sporting disciplines, and allow us to really integrate our training.”

Support of the 2012 Games will help give Paralympic sport a lasting legacy, adds Bethany. “Paralympic Sport is such an inspiring thing but historically, the support for it hasn’t been strong. Hopefully, we’ll help change perceptions and put Paralympic competition on an equal level.

“There are different categories and sports in Paralympic competition and this summer should really help increase awareness of them. With this understanding, I think enthusiasm and support for Paralympic Sport will just continue to grow.”

### Competitive legacy

Legacy has been a key theme of the London 2012 Games, especially with regard to the venues. Bethany is already benefiting from this. She trains in the shadow of the Olympic Stadium at facilities specifically designed for both able-bodied and

disabled athletes. “I think the integration between Team GB and ParalympicsGB has got much better.

“We’re ONE team with no barriers between us. We train with the same coaches at the same venues with greater understanding of things like the science of sport. The facilities for the 2012 Games were created for both Olympic and Paralympic sporting disciplines, and allow us to really integrate our training.”

Britain’s integration of its two teams replicates a growing trend. More and more national and international sports federations across the globe take responsibility for the performances of all athletes. This not only breaks down traditional barriers, but changes attitudes and allows for the sharing of tactics and training methods.

### Bethany’s future

Bethany seems clear about the potential legacy of this summer’s event on the UK. But what of her own future? “That’s less clear! Like most athletes who are focused on this summer, I have no idea what happens after the 2012 Games.

“I’m still fairly young and so the Rio 2016 Paralympic Games is definitely on my radar. I gave up a lot to focus on the London 2012 Games and left college before my exams. I’ll need to sort that out before deciding what my future holds.”

When she does enter the employment market, Bethany is sure that her disability will not provoke the same challenge it once did. “I think that UK businesses have done a lot of important diversity and inclusion work. Events like the Paralympic Games will continue to break down historical recruiting barriers as they show people across all walks of life being capable of doing a job.”

### Following Bethany

To follow Bethany in the build-up to the London 2012 Paralympic Games, visit [www.bethanywoodward.com](http://www.bethanywoodward.com)





# Measuring legacy

## Think long term

When should we start measuring the legacy of the London 2012 Olympic and Paralympic Games? This could be a lot later than some people might expect, reveals the charity in charge of ensuring the Olympic Park continues to be a major asset once the London 2012 Games have finished.

“I feel the country expects immediate benefits from the London 2012 Games. They should be taking a much longer term view,” says John Middleton, Joint Chief Executive of the Legacy List.

As head of the East London charity that is working with key stakeholders to maintain the Olympic Park's future viability, the legacy of the 2012 Games is an important topic for John.

The Legacy List, a registered charity, was founded jointly by the Mayor of London's Office and the Olympic Park Legacy Company, now known as the London Legacy Development Corporation. It will oversee the transformation of the Park to become Queen







“Who can forget the negative press surrounding the Millennium Dome? As the O2 Arena, it is one of the most successful venues in Europe.”

Elizabeth Olympic Park, an area that engages with both the local community and visitors.

As well as ensuring the development happens with an emphasis on social and economic sustainability, the Legacy List will also be promoting the post-London 2012 Games benefits of the Park. “We’re delivering creative connections between people and the Park,” explains John. The focus will be on the arts and culture and the charity has already worked with school children from around the country to inspire output such as creative writing.

Local enterprises will also benefit. “We’ll help to generate economic activity, hoping to encourage micro and small companies to take on extra staff. If you take these businesses of 10-15 people and make them 15-20 people, that’s a big quantitative impact,” says John.

However, the transformation to Queen Elizabeth Olympic Park will not immediately follow the conclusion of the London 2012 Games. Instead, as the last of the competitors has left London, the Park will close and not fully open until late 2013.

John understands that the initial closure of the Park may mean some members of the

public questioning what the London 2012 Games have actually done for the country. “They need to look further down the line and I think it will be 20-30 years before we get a true idea of the full impact of the 2012 Games,” he comments.

“The challenge of something that costs £10bn is that people forget it’s a 50-year project – £10bn over 50 years is a relatively small amount.”

For anyone questioning his view, John suggests notable examples of projects that have shrugged off criticisms to become strong long-term assets. “People forget that the highly-successful Canary Wharf financial district was criticised for its slow beginnings in the 80s. And who can forget the negative press surrounding the Millennium Dome? As the O2 Arena, it is one of the most successful venues in Europe.”

John concludes by examining the long-term economic benefits to the region. “The biggest legacy is that there will be a lot more business in East London in 2022 than before the London 2012 Games because the business infrastructure will be so different. As we enter the ‘golden decade of sport’, economic regions across the UK will be able to boast similar benefits.”

## The Legacy List timeframe

**Sept 2012:** London 2012 Paralympic Games close. The Olympic Park closes to modify infrastructure to accommodate expected reduction in visitor numbers.

**May 2013:** Queen Elizabeth Olympic Park (QEOP) partially re-opens.

**End 2013:** QEOP fully re-opens.

**2017:** IAAF World Athletic Championships come to London.

**2020+:** Legacy gains such as increased employment and improved community facilities become more fully recognised.

# Inspiring the next generation



## The Legend's view

There are few British athletes who personify the British spirit more than double Olympic Gold-medallist Daley Thompson CBE. A never-say-die attitude – unbeaten in competitive championships over a seven year period – combined with a glowing sense of humour ensured Daley was embraced as the People's Champion during the 1980s. The future of British sport is important to Daley and here, he looks ahead to the sporting legacy of the London 2012 Olympic and Paralympic Games.

**I**f you have any feeling for sport whatsoever, the Olympic and Paralympic Games are your target. That's why it's so encouraging to hear that Andy Murray feels an Olympic Gold would be up there with winning Wimbledon.

Passion for the London 2012 Games can really help bring the UK together

and tell everyone worldwide that we live in the greatest country in the world. I can feel Britain engaging with that passion – whenever I travel on the train, London 2012 talk dominates every conversation.

We're going to be great hosts which will benefit our performers. The passion of the crowd will help our athletes really perform

and I would love to finish above Germany and Australia in the medal table.

All eyes are on certain athletes – Mo Farah, Jessica Ennis, for example – but in Olympic competition, like sport in general, you never know where memorable performances are going to happen until they do. That's why I'm looking forward

to the whole spectacle of the 2012 Games rather than just individual events.

### The sporting legacy

The best legacy of the London 2012 Games would be to put sport on the schools agenda again. The first Olympic Games I remember was in 1972, and the noise of the crowd when Lasse Viren and Valeri Borzov won their Gold medals was something I wanted more of.

Children need sport and physical activities, but over the past 20 years school sport has had little or no priority. Children will live unhealthy lives if they don't connect with sport and physical activity; an unhealthy population is already costing the NHS money that could be spent elsewhere. The 2012 Games provide the ideal platform to engage children with sport and Government should understand this. The work of Sport England, sportscotland, Sport Wales and other agencies is fundamental to this idea.

## "The best legacy of the London 2012 Games would be to put sport on the schools agenda again."

### The sporting impact

I love seeing British athletes win World Championships, and children playing sport – whether competitively or for fun to start with – gives us more chance of finding the next great champion. Over the past 20 years, we've tended to steer children away from competition. That's not a good idea because children need to learn that sometimes people win and sometimes people lose, and it happens in sport, business or any other walk of life.

British or not, Olympic and Paralympic champions also help to inspire effort and personal pride. Not working hard at your sport means you're less likely to succeed. That's a great lesson for our children.

### A legacy for British sport

British sport is currently in a strong position, thanks to London 2012 Games-

inspired investment of athletes and infrastructure. The danger is we'll cut this funding when enthusiasm surrounding the 2012 Games has gone. Australia is a stark reminder of this: in the decade spanning the Sydney 2000 Games, it dominated many sports but that dominance has gone because they've cut their spending. We can't afford to replicate that here because sport is such an inspiring activity in so many ways for this country.

That's why an important legacy of the London 2012 Games would be the continuing and sustainable success of British sport. The focus on the 2012 Games has resulted in great sporting achievements – just look at our cyclists! Wouldn't it be great if our competitors' success this summer was only the start of similar global dominance across all sports!"

## Extending Horizons – Making the most of the legacy of the London 2012 Games

### USEFUL LINKS ↘

Lloyds TSB Commercial  
[www.lloydstsb.com/business.com](http://www.lloydstsb.com/business.com)

The Economic Impact of the London 2012 Olympic and Paralympic Games report  
[www.lloydsbankwholesale.com/london-2012/economic-impact-report](http://www.lloydsbankwholesale.com/london-2012/economic-impact-report)

Official London 2012 Website for 2012 Games information, including Olympic Delivery Authority  
[www.london2012.com](http://www.london2012.com)

Compete For tendering portal  
[www.competefor.com](http://www.competefor.com)

UK Trade and Investment  
[www.ukti.gov.uk](http://www.ukti.gov.uk)

Business in the Community  
[www.bitc.org.uk](http://www.bitc.org.uk)

BS8091 – The British Standards Institute  
[www.bsigroup.co.uk](http://www.bsigroup.co.uk)

EDF Energy  
[www.edfenergy.com](http://www.edfenergy.com)

Sport England  
[www.sportengland.org](http://www.sportengland.org)

The Legacy List  
[www.thelegacylist.org.uk](http://www.thelegacylist.org.uk)

### SOCIAL ENTERPRISE LINKS ↘

Start Up Donut  
[www.startupdonut.co.uk](http://www.startupdonut.co.uk)

Mentorsme  
[www.mentorsme.co.uk](http://www.mentorsme.co.uk)

Striding Out  
[www.stridingout.co.uk](http://www.stridingout.co.uk)

Get Legal  
[www.getlegal.org.uk](http://www.getlegal.org.uk)

LawWorks  
[www.lawworks.org.uk](http://www.lawworks.org.uk)

Law Donut  
[www.lawdonut.co.uk](http://www.lawdonut.co.uk)

DKH Legacy Trust  
[www.dkhlegacytrust.org](http://www.dkhlegacytrust.org)

UnLtd  
[www.unltd.org.uk](http://www.unltd.org.uk)

The Prince's Trust  
[www.princes-trust.org.uk](http://www.princes-trust.org.uk)

Kickstarter  
[www.kickstarter.com](http://www.kickstarter.com)

Funding Central  
[www.fundingcentral.org.uk](http://www.fundingcentral.org.uk)

School for Social Entrepreneurs  
[www.the-sse.org](http://www.the-sse.org)

Social Enterprise London  
[www.sel.org.uk](http://www.sel.org.uk)

Social Firms UK  
[www.socialfirmsuk.co.uk](http://www.socialfirmsuk.co.uk)

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