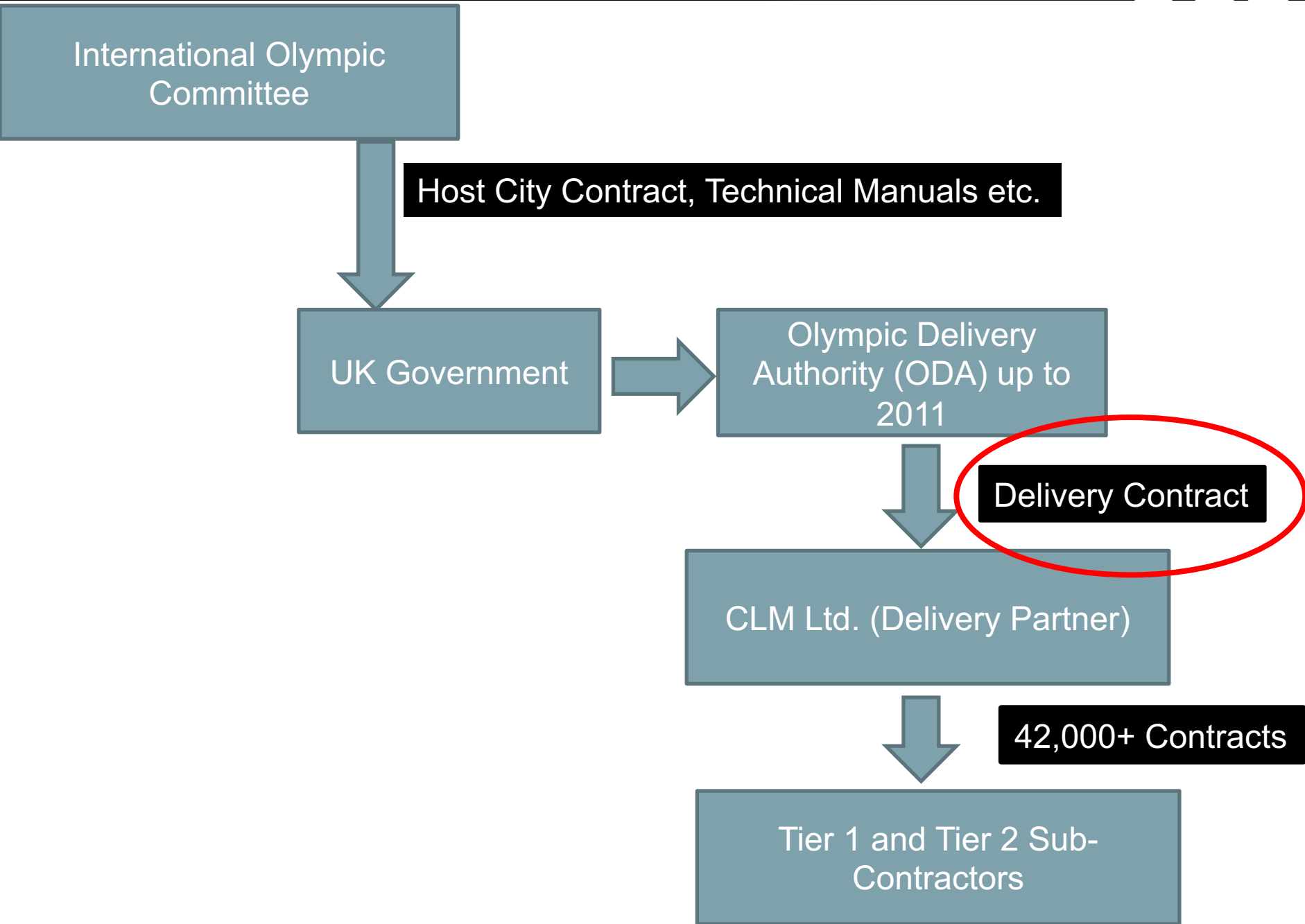


# **The London Model and the Governance Legacies of the 'Exceptional' Games**

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**Bartlett School of Planning  
University College London, UK**



International Olympic Committee

Host City Contract, Technical Manuals etc.

UK Government

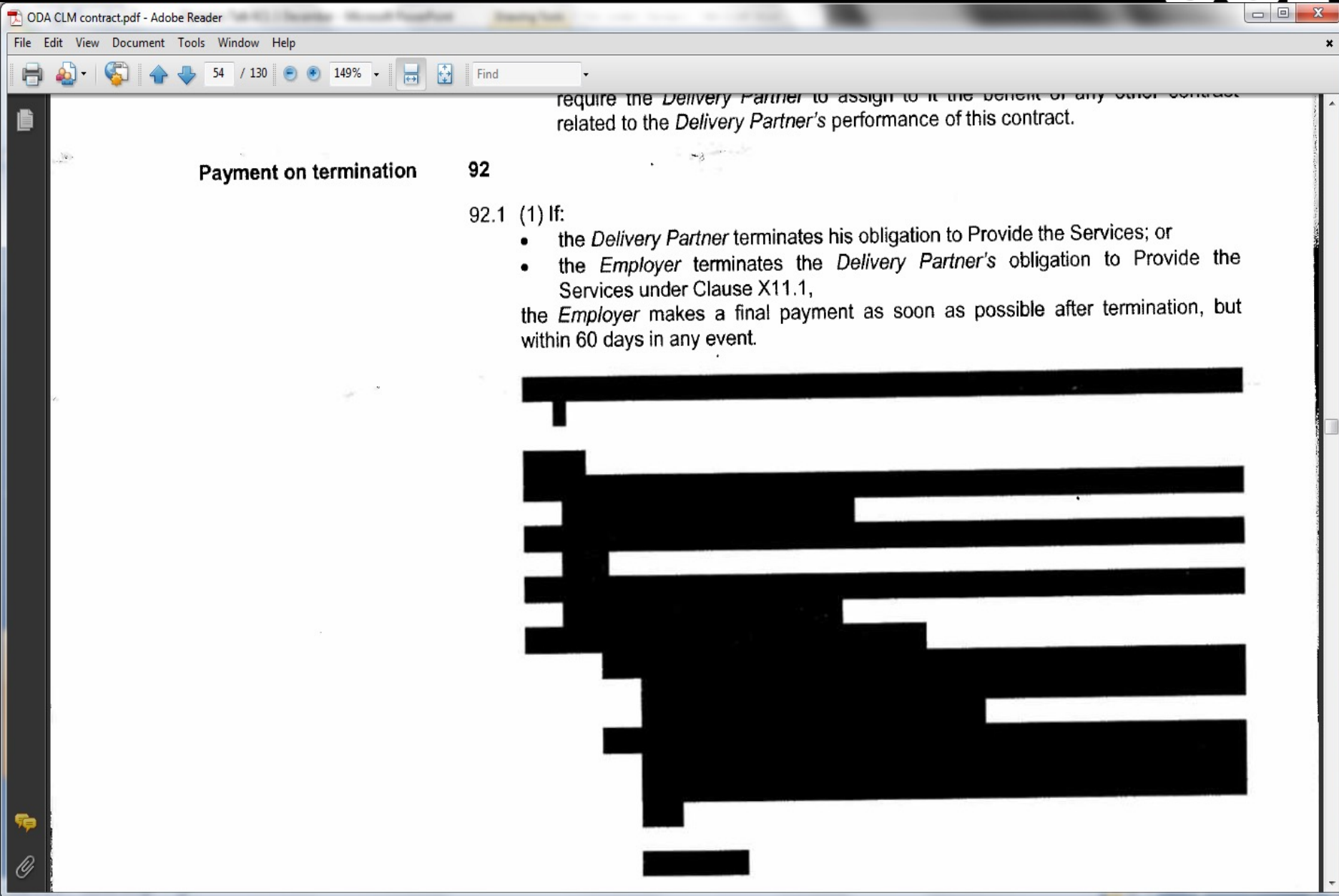
Olympic Delivery Authority (ODA) up to 2011

Delivery Contract

CLM Ltd. (Delivery Partner)

42,000+ Contracts

Tier 1 and Tier 2 Sub-Contractors



Olympic Delivery Authority  
One Churchill Place  
Canary Wharf, London E14 5LN  
Reception +44 (0)20 3 2012 000  
Fax +44 (0)20 3 2012 001  
london2012.com



Our ref: RFI00526  
Your ref: Mr Mike Raco

Mr M Raco

E-mailed to: [m.raco@ucl.ac.uk](mailto:m.raco@ucl.ac.uk)

6<sup>th</sup> September 2011



Dear Mr Raco

**REQUEST FOR INFORMATION**

We refer to your request dated 11<sup>th</sup> August 2011 requesting the following information:

*I would like to make a FOI request for a copy of the Delivery Contract between the Olympic Delivery Authority and the consultants CLM Ltd that was signed in the Autumn of 2006.*

‘any **prejudice** to CLM’s commercial interests is likely to result in prejudice to the ODA’s commercial interests, because part of CLM’s role as delivery partner under the contracts is to negotiate agreements at arms length with supply side contractors for the delivery of various aspects of the Games...**and public disclosure of this information is likely to provide a significant commercial advantage to CLM’s existing and potential contractual counterparties**’ (p.2).

# Who is Governing?

- the 'public interest' becomes re-defined as a right **not** to know how money is spent as this may 'prejudice' the efficient organisation of contractual governance
- CLM Ltd.'s commercial interests **are inter-changeable** with the public interest
- This shift in how governance operates has been **normalised** in London and elsewhere
- Larger geopolitical arguments over what types of governance arrangements are needed in 'modern' economies

# Introduction

- An '**Exceptional Games**' – a planning-led project that could only be delivered by suspending the planning system
- A moment/event requires exceptionality – challenged the legitimacy of 'normal' planning
- Created a series of high-profile **precedents** that equated success with (corporate) delivery
- Foreshadowed a 'London Model' of development that took off during 2010/20s (Raco and Brill, 2022) – but **reflects and reproduces trends**

# What was 'Exceptional' about the Governance of the Games?

1. An agenda concerned with 'taking the politics out' of in order to prioritise **delivery**
2. The **privatisation of governance and the rise of the 'para-state'**
3. Governance through detail - new **contractual spaces**
4. The urban development process becomes **elite-led** and extremely **costly**
5. Those who write '**codes of capital**' (Pistor, 2019), facilitate urban projects - lawyers, accountants, consultants



The book cover features a light beige background with a complex, abstract pattern of blue-outlined rectangular shapes and lines, resembling a circuit board or a maze. The text is centered and rendered in a red, double-outlined, sans-serif font.

THE CODE

OF CAPITAL

HOW THE  
LAW CREATES  
WEALTH AND  
INEQUALITY

KATHARINA PISTOR

# Legacies – Normalises Growth-led Planning

- Normalises a wider agenda in which planning becomes **growth-led**, with surpluses captured for wider public gain
- Legitimises/necessitates the construction of high-return (expensive) housing and infrastructure as this generates more **surplus**
- Back-room **negotiations** are seen as the most effective way of generate public benefits
- I.e. the **traditional 'dark side' of planning** becomes mainstream – planning processes 'formalise the informal'

## Legacies – A Fallacy of Composition

- **Fallacy of composition** – creating a view of the whole from only one part
- Re-imagining collective economies – narratives of ‘UK plc’ or ‘London plc’.
- When companies such as Mace or AECOM went on to obtain contracts and projects in other places, lauded as part of the Olympic legacy ‘for’ London/UK
- Abdication of **sovereignty** as policy priority – handing over powers to the IOC and taking on liabilities as (and when) costs escalate



# London Olympic Games and Paralympic Games Act 2006

## 2006 CHAPTER 12

An Act to make provision in connection with the Olympic Games and Paralympic Games that are to take place in London in the year 2012; to amend the Olympic Symbol etc. (Protection) Act 1995; and for connected purposes.

[30th March 2006]

BE IT ENACTED by the Queen's most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—

### Modifications etc. (not altering text)

- C1 Act: functions made partly exercisable concurrently (22.8.2007) by [Transfer of Functions \(Olympics and Paralympics\) Order 2007 \(S.I. 2007/2129\)](#), arts. 1(2), 3(1), (2)(d) (with art. 4)
- C2 Act: functions cease to be exercisable concurrently (7.7.2010) by [Secretary of State for Culture, Olympics, Media and Sport Order 2010 \(S.I. 2010/1551\)](#), art. 7(d)

### *Introductory*

#### **1 Interpretation of principal terms**

- (1) In this Act "the London Olympics" means—
  - (a) the Games of the Thirtieth Olympiad that are to take place in 2012, and
  - (b) the Paralympic Games that are to take place in that year.
- (2) A reference in this Act to the London Olympics includes a reference to any event which forms part of the Games specified in subsection (1)(a) or (b) including, in particular—



department for  
culture, media  
and sport

## London 2012 – a global showcase for UK plc

A report by Sir John Armitt





HM Government

MAYOR OF LONDON

# Inspired by 2012: The legacy from the London 2012 Olympic and Paralympic Games

A joint UK Government and Mayor of London report



David Cameron  
Prime Minister

Last year, along with millions of people across the UK and overseas, I witnessed the extraordinary success of the London 2012 Olympic and Paralympic Games – from the stunning wins of our athletes to the beautiful stadiums and unforgettable atmosphere.

It's a summer we will remember for a long time – but to be truly successful, the Games can't just be the memory of one summer. It was always the plan that the legacy left by the Games should last a lifetime.

That's why, in every step leading up to the Games, those planning 2012 were thinking carefully about what would come after the Games – whether that's urban areas regenerated, people inspired to get into sport or athletes supported to bring home even more gold, silver and bronze for Great Britain next time.

Critically, our vision is about helping our businesses to build on the reputation secured by the Games last summer. A big part of the legacy is driving the jobs and growth we need in Britain to compete globally.

This is a long-term vision, but the progress captured here shows we're on the right track. We will make sure that the greatest Olympic and Paralympic Games ever really do benefit our entire country for generations to come.



**Secondly**, I have been supporting the work of UK Trade & Investment and the Foreign and Commonwealth Office in identifying and exploiting new business opportunities for UK companies off the back of the Games. In this report you will see the outstanding success that has been realised. I know from my overseas visits that the stock of UK plc has never been higher. Business after business has told me that doors are open that only a few years ago were closed: from a visit to Oregon where west coast technology investors were excited to hear about the investment opportunities driving growth in East London, to Rio where I led a trade mission of about 20 companies, to the huge interest in our success in using sporting events to deliver regeneration. I was also delighted to be able to address our Ambassadors from around the world when they were back in London in May to thank them for the tremendous work they did in the run-up to the Games, and it was heartening to hear that their enthusiasm in securing a strong legacy across the world has not waned.



## Other ‘Contributions to UK plc.’

- Acted as a ‘showcase for UK expertise and UK plc
- UK firms had attracted £120m of business for Rio Games
- And 60 contracts for Sochi
- And changed the ‘perception’ of London as a place for investment in major project

# HOST CITY CONTRACT PRINCIPLES

GAMES OF THE XXXIII OLYMPIAD IN 2024



# HOST CITY CONTRACT PRINCIPLES

XXV OLYMPIC WINTER GAMES 2026



# Solideo in Paris – Equivalent on ODA in London



Who are we ▾ Our Missions ▾ Our commitments ▾ Press area ▾ Contact ▾ FAQ ▾ FR

## Supervision

SOLIDEO's Programmes Department is responsible for supervising the 62-venue and infrastructure Olympic investment programme. In this role, it supports the 29 public and private project managers in order to guarantee the project is delivered according to plan and ambitions, and within costs and deadlines.

### A GUARANTEE

The Programmes Department supports the project managers and provides expertise: it implements coordination methods, it leads a risk management process. The relationship between SOLIDEO, Paris 2024 and each project manager is defined by the agreed objectives.

[See the Venue and Infrastructure Supervision Schema](#)



## Project management: 3 levels of supervision

The projects are monitored in particular via:

- monthly project reviews;
- several site committee meetings per year;



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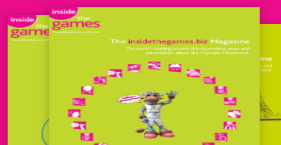
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## Government report warns of potential €500 million overspend on Paris 2024 as Hidalgo takes up reins of delivery authority

By [Mike Rowbottom](#) [Friday, 30 March 2018](#)



**The cost of hosting the 2024 Olympic and Paralympic Games in Paris is at risk of running €500 million (£439 million/616 million) over budget and some sites may not be ready in time if plans are not revised, a French Government report warned today.**

The findings have been made public on the day when Anne Hidalgo, Mayor of Paris, has been voted in as President of the body charged with managing the finances for key Games building works - the Olympic and Paralympic Equipment Delivery Corporation (SOLIDEO).

SOLIDEO will be responsible for projects such as the Aquatics Centre and the Athletes' and Media Villages - all of which receive cautionary mentions in the report by finance, sports and infrastructure inspectors.

The new document calls for Olympic Village plans to be revised to take account of remnants of archaeological value at the site, a residency for migrants and a high school, *Reuters* reported.

It claimed plans for a Media Village should be scaled down and it warned that the Aquatics Centre and surrounding developments were at risk of running as much as €170 million (£150 million/\$209 million) over budget.

"At this point the total potential risks identified by the cases under consideration stand at €500 million," the report said, adding the figure could be kept to €200 million (£175 million/\$246 million) if its recommendations were followed.

"Nonetheless, the main risk is that indispensable structures are not delivered in time for the Olympic and Paralympic Games," it added.

‘Delays and Price Shocks – Calls for Government to Save the Milan-Cortina Project’

(La Repubblica 14 July 2022)



## Conclusions

- Olympics **reflected** but also **helped reproduce** a series of changes in how planning and development projects imagined
- **Voluntary abdication** of principles that underpinned the English Planning System set a precedent
- James Scott (1998) ***Seeing Like a State*** – projects only ‘succeed’ by making some things visible and others invisible – counting some things and not others