



Loch Lomond & Trossachs National Park –  
Open Water Swimming,  
Planning Application for Temporary Overlay and Sport Field of Play -  
Supporting Statement



## Document Control

Map information reproduced by permission of Ordnance Survey on behalf of HMSO.

© Crown Copyright and database right 2017. All rights reserved. OS Licence No 100023379. You are not permitted to copy, sub-license

## Document Information

<b>Document Title:</b>	VDO-LLT-OW Planning Statement-V1
<b>Document Owner:</b>	Jason Bell, Venue Development & Overlay Team Manager
<b>Contact Details:</b>	<a href="mailto:Jason.bell@glasgow.gov.uk">Jason.bell@glasgow.gov.uk</a>

## Version History

Version	Date Released	Originator	Authorised	Comments
V1	01/04/2018	J Bell	MM	Issued for Application

## Footer and Page numbers

Should contain only File Name and be numbered '1 of 3' etc.

## Contents

1.	Background Information .....	5
1.1	Name of Scheme .....	5
1.2	Name of Applicant.....	5
1.3	Description of Client Brief.....	5
1.4	Delivery Team .....	6
2.	Site Details & Appraisal.....	7
2.1	Location Plan .....	7
2.1.1	Map References .....	7
2.2	Description & History.....	7
2.3	Conservation Designations .....	8
2.4	Focal Points/Landmarks/Vistas.....	8
2.5	Connections .....	8
2.5.1	Public Access.....	8
2.5.2	Loch Access .....	8
3.	Design Principles.....	9
3.1	Temporary Overlay a Definition .....	9
3.2	Technical Guidance .....	9
3.3	Glasgow 2018 Strategic Objectives .....	9
3.4	Key Objectives.....	10
3.5	Stakeholders .....	10
4.	Design Solution .....	11
4.1	Project Concept .....	11
4.2	Design History .....	11
4.3	Layout.....	11
4.3.1	Context .....	11
4.3.2	Access to the development.....	13
4.3.3	Landscape.....	13
4.3.4	Scale & Mix .....	14
4.3.5	Appearance & Materials .....	14
4.4	Programme .....	14
4.5	Sport Competition Schedule .....	14
4.6	Sustainability .....	15
4.7	Completion, removal and remediation .....	15
5.	Appendix 1 – Typical Sport & Field of Play (FOP) Overlay Elements .....	16



6.	Appendix 2 – Typical Temporary Overlay Elements.....	20
7.	Appendix 3 – Glasgow 2018 List of Acronyms .....	24

## **1. Background Information**

### **1.1 Name of Scheme**

Glasgow 2018 European Championships – Open Water Swimming Competition

### **1.2 Name of Applicant**

Glasgow 2018 European Championships

The planning application is for the area around and including the Drumkinnon Bay area of Loch Lomond & the Trossachs National Park (LLTNP). The application is made by the Glasgow 2018 team on behalf of Glasgow City Council (GCC).

### **1.3 Description of Client Brief**

A new era in world sport will get underway in the summer of 2018 as Glasgow and Berlin host the inaugural European Championships – an exciting new multi-sport event bringing together some of the continent’s leading sports.

To be staged every four years starting in August 2018, the European Championships will be a new highlight on the global sporting calendar, elevating the status of European Champions during an 11-day celebration of world-class sport (2-12 August).

Delivered in partnership with several leading European sports federations and the European Broadcast Union (EBU), the event brings together the existing European Championships for Athletics, Aquatics, Cycling, Gymnastics, Rowing and Triathlon with new Golf team championships at the famous Gleneagles PGA Centenary Course.

Scotland will host Aquatics, Cycling, Rowing, Triathlon, Gymnastics and Golf while Berlin will host the European Athletics Championships.

Some 3,000 athletes will travel to Scotland as part of an overall delegation of approximately 8,500 pax including officials and media. With a potential TV audience of 1.3 billion across Europe set to watch the action, Glasgow will again be in the spotlight with the event being covered by free-to-air broadcasters including the BBC right across the continent. All sports will be branded and broadcast as one integrated event.

Funded jointly by the Scottish Government and Glasgow City Council, the European Championships will build on the economic, cultural and sporting legacy achieved by staging the Commonwealth Games in 2014 and the World Gymnastics Championships in 2015.

Further details on the event can be found at [www.glasgow2018.com](http://www.glasgow2018.com)

This document is intended to inform the Planning Application required to deliver all temporary overlay elements including a compliant and suitable Field of Play for the successful delivery of the Aquatics – Open Water Swimming competition to be held in August 2018 at Loch Lomond & the Trossachs National Park.

#### **1.4 Delivery Team**

The Glasgow 2018 European Championships team (Glasgow 2018) is the multi-agency group set up to deliver the Championships. This is not a separate company and is integrated into Glasgow City Council to deliver on behalf of the funding partners according to the obligations set out in the Host City Agreement with each participating European Federation.

The Championships Team is made up of Functional Areas (FAs) and Workstreams. For example this document has been prepared by the Venue Development & Overlay workstream, which sits within the Venues FA.

## 2. Site Details & Appraisal

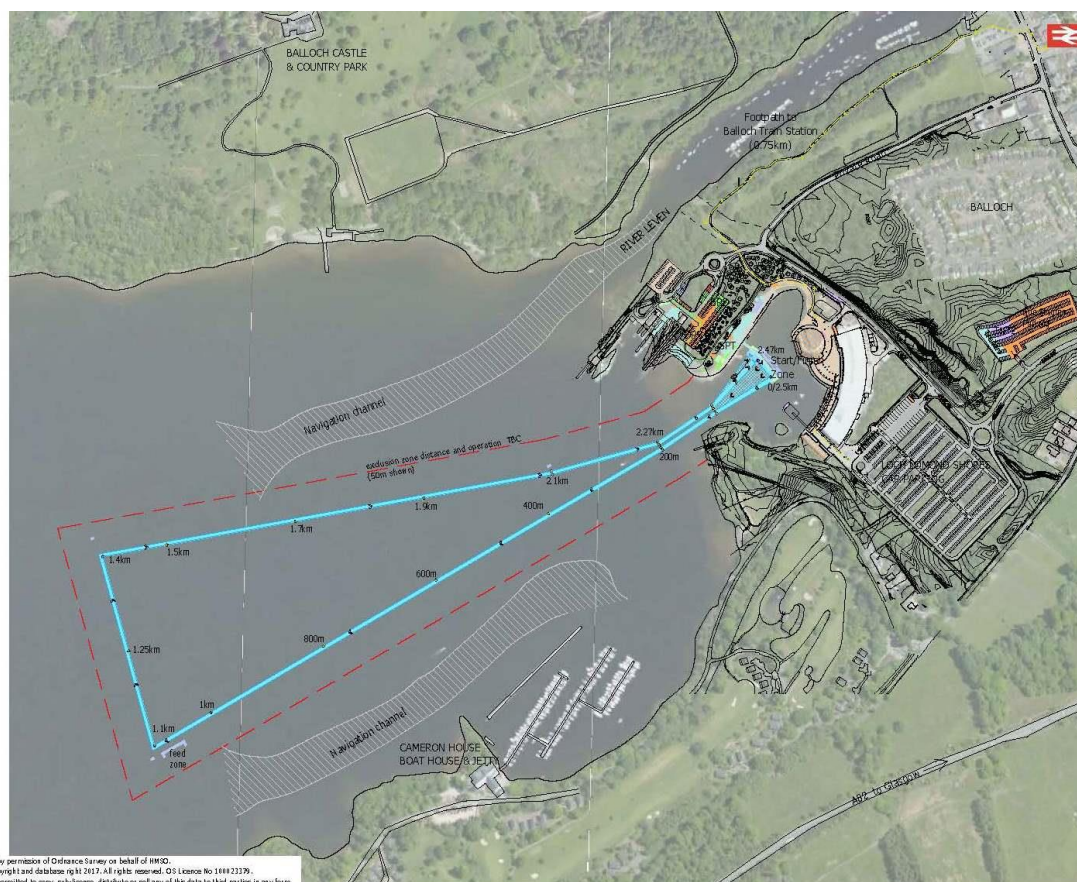
### 2.1 Location Plan

#### 2.1.1 Map References

O.S. Landranger Map 056 – Loch Lomond & Inveraray

O.S. Explorer Map OL38 – Loch Lomond South

The following is an extract from drawing LLT-OW-201 and shows the competition Venue.



### 2.2 Description & History

Loch Lomond & the Trossachs National Park (LLTNP) was created in July 2002 to safeguard approx. 1,865 km<sup>2</sup> of outstanding and diverse landscapes, habitats and communities in the area. Loch Lomond is the largest fresh water body in the UK. The venue is located at the most popular gateway to the park at Loch Lomond Shores, which includes a visitor information centre, an aquarium, shops, restaurants and leisure facilities. The Loch hosts the Great Scottish Swim event every year.

Loch Lomond & the Trossachs National Park is administered by Loch Lomond & Trossachs National Park Authority (LLTNPA).

Drumkinnon Bay was the site of a former sand quarry. The available borehole records indicate that some sand quarry areas were partially backfilled with made ground.

## **2.3 Conservation Designations**

The National Park has a number of protected areas as designated by Scottish Natural Heritage (SNH). GCC have identified the area to be developed as being designated a 'National Park'. GCC did not identify any archaeology or protected items within the area to be developed.

References:

[www.rcahms.gov.uk](http://www.rcahms.gov.uk) - Canmore Database - accessed 8 February 2017

<https://gateway.snh.gov.uk/sitelink/> - accessed 8 February 2017

[www.bgs.ac.uk](http://www.bgs.ac.uk) - British Geological Survey GeoIndex database - accessed 16 June 2017

## **2.4 Focal Points/Landmarks/Vistas**

Designated as a National Scenic Area and at over 35KM long and varying between 1-8km wide the loch itself is the largest inland stretch of water in Great Britain by surface area and a key tourist destination for the local councils and Scotland as a whole. The Loch contains over thirty islands some of which are accessible to the public and tourists and seven of the islands form a Special Area of Conservation.

With the development of the commercial and tourist elements of the Lomond Shores facilities the LLTNPA have further promoted the area as a base for shopping, tourism and leisure activities.

Bounded to the East by the imposing Ben Lomond the most southern of the Scottish Monroes Glasgow 2018 aim to capitalize on the natural beauty of the Loch and its vistas by holding the Open Water start and finish elements within Drumkinin bay, allowing the spectators to encounter the sport in a truly one off back drop.

## **2.5 Connections**

### **2.5.1 Public Access**

The loch is accessed from the A82 road from the West and A811 Stirling Road that runs through Balloch. The venue is accessed from Ben Lomond Way and Pier Road via the entrance to Loch Lomond Shores leisure and shopping centre at Balloch - [www.lochlomondshores.com](http://www.lochlomondshores.com)

The area is serviced by multiple bus routes and Balloch Railway station which links the area directly with Glasgow and is a short walk from the site and regularly utilized by visitors.

Public parking is available at the end of Pier Road before the slipways. Some public parking is within the application area.

### **2.5.2 Loch Access**

Access to the Loch is controlled by Loch Lomond & Trossachs National Park Authority (LLTNPA) for operational and safety reasons.

The works will be planned to minimise disruption to public and commercial operators.



### 3. Design Principles

#### 3.1 Temporary Overlay a Definition

Overlay is the construction and installation of all temporary commodities and infrastructure across every Competition and Non Competition Venues, that are required to deliver the planned additional operational spaces/buildings requested by the G2018 FAs.

It is the phase of operations where the Venue/Site is officially a Construction Site.

#### 3.2 Technical Guidance

As per guidance from the Planning officer –

*Planning permission is required for the temporary use of land to host the event. This is because Class 15 which covers the temporary use of land is removed by an Article 4 direction in this area (Class 15: The use of land (other than a building or land within the curtilage of a building) for any purpose, except as a caravan site, on not more than 28 days in total in any calendar year, and the erection or placing of moveable structures on the land for the purposes of that use.)*

Other guidance includes

- National Guidelines & Design Guide
- Local Authority Development plans and design policies

Whilst the above documentation relates to permanent installations there are elements of the guidance, which can be applied to Temporary Overlay and have been considered as part of this application. They include –

- Local Development Plan 2017-2021 – Elements relating to the overarching Policy 1&2
- Local Development Plan 2017-2021 – Elements relating to the Visitor Experience Policies 1&2

Other technical guides include

- FINA Open Water Swimming Rules (2015-2017)
- Ligue Europeenne De Natation (LEN) handbook 2016-2020
- Glasgow 2018 Venue drawings (Version V4)

#### 3.3 Glasgow 2018 Strategic Objectives

1. Elevate the status of our European Champions by creating a spectacular experience for athletes, spectators and broadcast audiences.
2. Promote Glasgow and Scotland to international markets as world-class destinations and stage an event that contributes to Glasgow's position as a key global events city.
3. Sustain the sport and cultural legacy from the Glasgow 2014 Commonwealth Games.
4. Maximise the positive economic and social impact of the Championships.
5. Inspire young people to lead healthier, active lives.
6. Establish a sustainable operating model for the Championships that capitalises on the skills and experience that exists in Glasgow and Scotland.
7. Promote Scotland and Glasgow as well connected, digitised and innovative places.

### **3.4 Key Objectives**

The key objectives of the project are to deliver a suitable and compliant start/finish area within Drumkinnon Bay that is a minimum of 1.4m deep as shown on drawing LLT-OW-202 and also provides:

- A start area suitable for a dive start by 60 athletes leading to a 5m channel after 100m;
- A 1.4m deep x 16m wide channel that is 100m long;
- 100m finish straight with a minimum width of 5m;
- All to allow for installation of a temporary pontoon with easy access from the beach area.
- Key temporary infrastructure and commodities required to successfully deliver the Competition, Broadcast, Spectator and Back of House areas for the Glasgow 2018 Open Water Swimming Competition

### **3.5 Stakeholders**

Key stakeholders identified to date include:

- Loch Lomond & The Trossachs National Park Authority (LLTNPA) - owner and Local Authority
- Scottish Enterprise (SE) - owner
- Loch Lomond Shores - main commercial operator encompassing other commercial operators under license from LLTNPA.
- Ligue Europeenne De Natation (LEN) - European Aquatics Federation
- British Swimming & Scottish Swimming - National Sport Federations
- Eurovision - Host Broadcast partner
- Scottish Environment Protection Agency (SEPA) - regulatory body.
- Scottish Natural Heritage (SNH) - regulatory body.
- Glasgow City Council and Scottish Government - funding partners
- Glasgow 2018 Championships Team (Glasgow 2018) - delivery agency

## 4. Design Solution

### 4.1 Project Concept

The Glasgow 2018 Key Strategic Objectives (section 3.3) was used to evaluate the options and Drumkinnon Bay was the clear preferred option for the following reasons:

- Athlete experience
- Loch Lomond Shores attracts significant numbers of visitors
- Excellent broadcast opportunities and options
- Existing infrastructure and suitable areas for installing temporary infrastructure
- Good access and transport links at Balloch
- Reinforces Balloch & Loch Lomond Shores as the main 'gateway' to LLTNP
- Support of Loch Lomond & the Trossachs National Park & Scottish Enterprise

The result of Glasgow 2018 venue planning to date includes a successful completion of works to increase the water depth within Drumkinnon Bay and this planning application for the temporary infrastructure.

The current proposal has been progressed in conjunction with British Swimming and their consultant based on the requirements set out in section 3.4.

### 4.2 Design History

Venue design started in July 2016. An initial appraisal of the location for the start/finish area resulted in Drumkinnon Bay being clearly identified as the best option. Design to date has included all identified stakeholders and has focused on the following key elements:

- Defining the feasibility of the preferred Field of Play;
- Athlete requirements (flows, training, warm-up, change facilities etc.);
- Sport technical requirements;
- Connect the event to the visitors already in and around the venue;
- Spectator flows and requirements;
- Broadcast and Venue Operations requirements.
- All Glasgow 2018 Functional Areas Operational requirements on venue
- Police Scotland and Security & Medical requirements

### 4.3 Layout

#### 4.3.1 Context

The overlay elements are spread over multiple areas of the site to maximize and take advantage of the available space and facilities. The various areas are as follows -

#### On Water Elements

The proposal utilises the existing channel into Drumkinnon Bay as the main Field of Play with two lanes of 5m width, plus a 5m lane for broadcast boats and safety kayaks.

The start platform is based on 60 athletes competing. A 100m start area is required to allow all athletes to enter the first 5m wide marker channel.

The athletes enter Drumkinnon Bay at each lap in full view of Loch Lomond Shores and the Sea Life centre.

The proposal allows for a 100m finish straight at the end of the race with the finish in clear view from Loch Lomond Shores and the Sea Life centre.

The course will also be delineated by the installation of numerous on water buoys as noted in Appendix 1. These elements will be secured to the base of the loch by temporary weights which aim to minimise any disruption to the Loch Bed

### **On Beach Elements**

Additional facilities provided on shore adjacent to the start area include Technical official and Athlete areas for preparation and changing, medical and anti-doping facilities, technical cabins for Technology Timing Scoring & Results and a large video screen on the waters edge.

Several scaffold style camera platforms will also be installed to facilitate live broadcast of the sport.

There will be a small four tiered seating stand installed to host Federation officials and Sponsors as well as seating for Athletes and Broadcast elements. No spectators will have access to these seats.

To the rear of this seating stand is an operational work room for on site Media individuals who will be covering the event. All these areas will be serviced by temporary toilet provision and secured in certain areas by temporary Heras fence to prevent public through put.

To create level walking routes to each of the elements of overlay and to protect the beach, trackway will be placed on the beach to create accessible routes.

Space on the beach for holding Sport kayaks required during the competition will also be utilized.

### **Car park and Slipway Elements**

Further Back Of House elements will be installed in the existing car park adjacent to the Rangers offices and slipway. This includes operational offices such as the VOC (Venue Coordination Centre), ECR (Event Control Room), Workforce areas, Logistics work areas and CCW (Catering Cleaning & Waste) offices. These spaces are a mixture of temporary tents and portacabin structures.

Also on the car park footprint is a Broadcast compound comprising their Outside Broadcast Trucks, Catering tents and operational cabins.

Storage for the Glasgow 2018 Functional Areas will be supplied via multiple twenty foot shipping containers.

This area will also house all the Temporary Power Generators and Water storage required to service all facilities for competition.

Other satellite elements of overlay include Security and Accreditation (VAHO) cabins and on car park drop off areas.

Again to prevent public access these areas will be fenced off accordingly and venue security will be in place to monitor and approve access into the BoH areas via manned gates.

### **Spectator and Guest facilities**

To increase spectator enjoyment and provide additional facilities, an Information Point, Video board and Merchandise Cabin will be installed on the existing concourse area at the base of the Sea life Centre. A tented Sponsor activation area will also supplement this spectator area.

The ceremonies for the successful athletes will also take place on this concourse with a temporary podium and tented facilities installed with the backdrop of the Field of play and the Loch being an exceptional Broadcast and spectator visual.

The existing conference facility 'The Shore @ Loch Lomond Shores' will also be utilized as a Guest lounge and ceremonies offices

### **Servicing**

All elements of power or data containment required to link the generators to operational facilities, will be installed on the surface of the ground. This principle will also be utilised for water infrastructure with a tanked solution and servicing element being installed for FoH toilets and showers.

### **Site dressing**

In order that there is consistency with all other competition venues and to bring a level of vibrancy to the overlay elements and increase spectator engagement, elements of 'Look & Feel' will be installed around the venue. These elements are still to be finalized however will consist of flags, barrier jackets, way-finding and backdrops.

The Look elements will be based on a palate of colours which will rolled out across the Championships as a whole and will be accentuated in areas with 'Aquatics' specific branding colour (Blue).

It is understood that a separate Advertising Consent application may be required for the way-finding and signage element.

#### **4.3.2 Access to the development**

Where possible all existing access routes and carparking both vehicular and pedestrian will be retained across the site to limit the disruption to the existing facilities.

Areas where this principle will deviate include the overspill car park area on the East of the main road in which will be taken over of operational space and Transport vehicles. The other areas that are restricted include the existing car parks adjacent to the slipway and Rangers accommodation, both these areas will be secured by Glasgow 2018 staff to prevent public access or parking. Access to the slip way will also be restricted to Park Operations only.

All emergency vehicle access will be retained at all times with Ambulances being positioned in certain areas at all times during the competition elements.

During the construction phase the Principle Contract on behalf of Glasgow 2018 will coordinate and manage all relevant deliveries during normal working hours and will make the Park aware of any late deliveries which may impact normal operations at the existing venue.

#### **4.3.3 Landscape**

Due to the sensitive nature of the environment, no modifications to existing landscape including trees or foliage will be considered. All habitats will be maintained as exist and where required existing landscaping (trees etc) will be protected.

Some existing street furniture in the area of the beach will require to be carefully removed and reinstated post Championships.

#### 4.3.4 Scale & Mix

All elements of the overlay accommodation such as tents, cabins and fence lines will be single storey with no double height elements or structures. These structures will be placed to ensure that there is no impact on existing tree lines or overhanging branches.

#### 4.3.5 Appearance & Materials

Apart from the Look & Feel elements of the installation, the tents are of a soft wall specification and all cabins will be standard hard wall. All elements with the exception of storage containers will be white/grey, the containers will be a range of colours depending on supplier availability.

#### 4.4 Programme

Venue Development Plan	Dates of operations
Exclusive Use of spaces commences As agreed with LLTNPA	23/07/18
Fit Out Construction of all on land overlay elements	23/07/18 – 01/08/18
Fit Out Construction of all on water overlay elements	01/08/18 – 04/08/18
Bump-In Installation of loose FF&E etc	30/07/18 – 01/08/18
Championships Operation Including Athlete Training & Competition	05/07/18 – 12/08/18
Bump-Out Removal of loose FF&E etc	13/08/18 – 15/08/18
Decommissioning Removal of all on land and on water overlay elements	14/08/18 – 19/08/18
Exclusive Use of spaces ends As agreed with LLTNPA	19/07/18

Note - All dates are subject to change

#### 4.5 Sport Competition Schedule

The Glasgow 2018 Open Water Swimming European Championships schedule is as follows:

Sun 5/8/18	Athlete training
Mon 6/8/18	Athlete training
Tue 7/8/18	Athlete training
Wed 8/8/18	Individual 5km competition
Thu 9/8/18	Individual 10km competition
Fri 10/8/18	Athlete training
Sat 11/8/18	Team Relay 5km
Sun 12/8/18	Individual 25km competition

#### **4.6 Sustainability**

The principal of sustainability at Glasgow 2018 is to reduce the local and global environmental impact of the Championships. Ethically responsible procurement will be a consideration when acquiring all goods and services, with a preference for local sourcing.

GCC are committed to ensuring there is minimal waste from the Championships and shall work with all suppliers and stakeholders to reduce waste and find efficiencies.

Glasgow 2018 requires a Waste Management and Reporting Plan from all contracted parties. This shall include but not be limited to, confirming their acceptance of Glasgow 2018 Environmental Policies as well as detailing their own environmental & sustainability policies and outlining mitigation plans to any identified risks with the potential for any environmental damage or other damage to any real or personal property at the venue caused by any works undertaken by Glasgow 2018.

#### **4.7 Completion, removal and remediation**

Completion, removal and remediation is envisaged as starting on 14<sup>th</sup> August 2018 and lasting for five days.

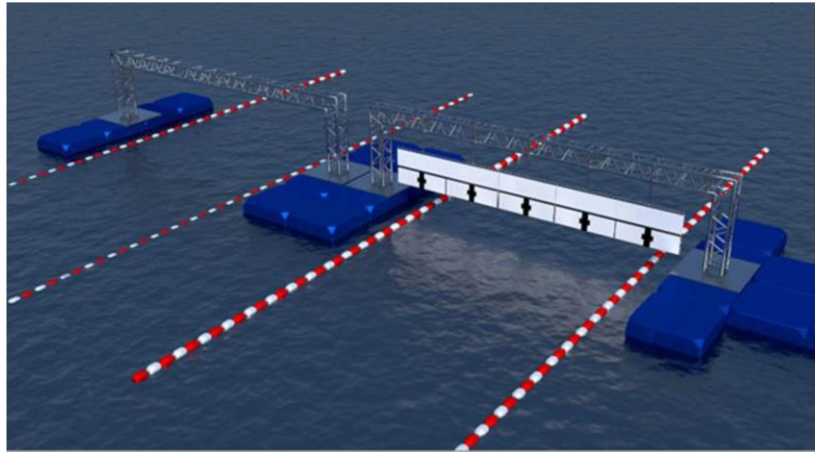
Glasgow 2018 do not envisage any damage to the park and its surrounding areas as the infrastructure will comprise of a temporary overlay commodities. Any remediation that should be required will be completed by Glasgow 2018 to the Parks satisfaction.

## **5. Appendix 1 – Typical Sport & Field of Play (FOP) Overlay Elements**



**PRIMARY SPORT OVERLAY ELEMENTS**

Finish Gantry  
Lightweight box truss clad in branded Look elements.




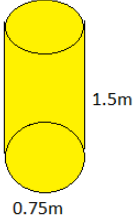


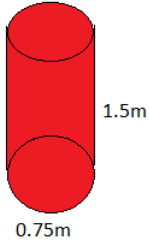
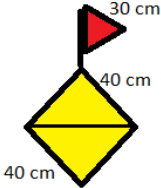




On water pontoons  
Main element 70m long with handrail on one edge



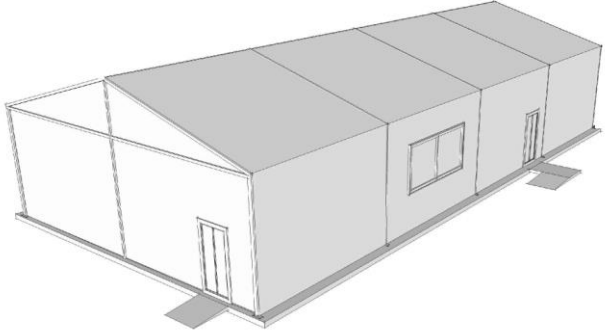
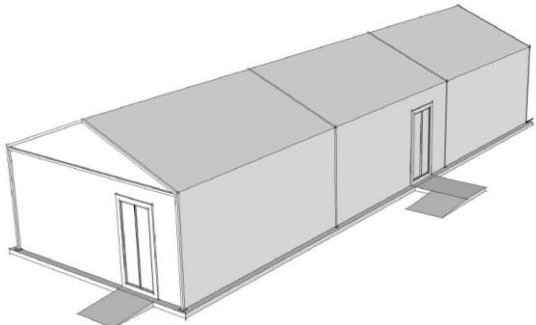
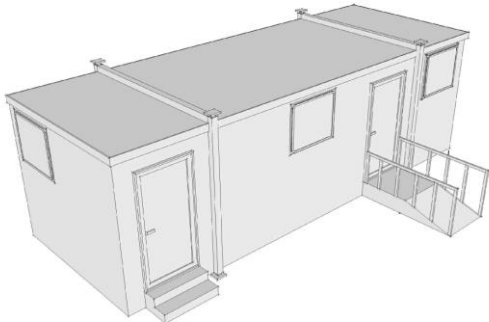
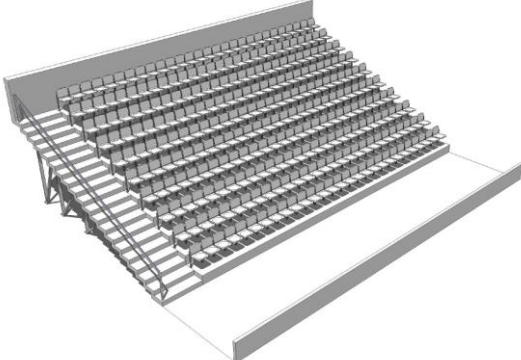
Inflatable advertising structure at finish area

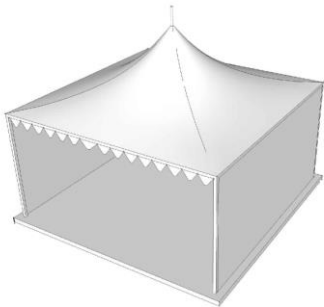
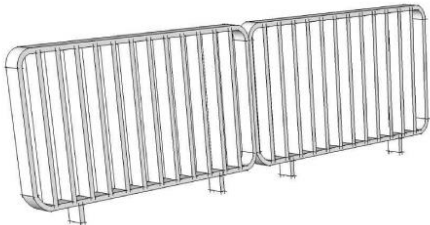
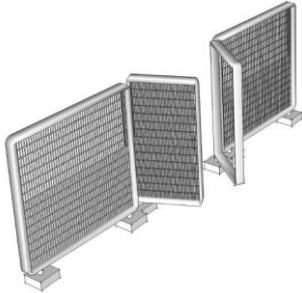
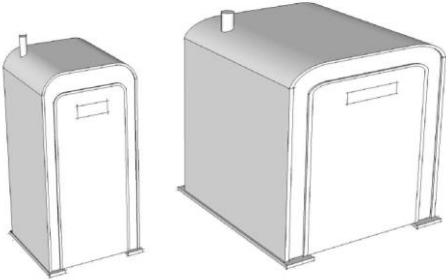
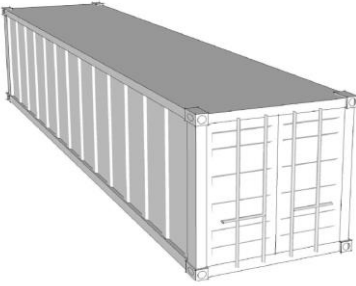


<b>SECONDARY SPORT OVERLAY ELEMENTS</b>		
The Open Water buoys will be fixed in position using the weights/ heras blocks, Polypropylene rope and aluminium screw gate carabiners		
Item	Quantity	Image
Finish buoys – 1m Triangle - Pink	3	
Fender buoys (mark shallow water) - Red 0.5m high	4	
Fender buoys (mark shallow water) - Yellow	12	
Small fender buoys- pink	15	
Turn buoys (2.5m(h) x 1m (w) - orange	6	
Directional buoys (1.5m(h) x 0.75m(w) - yellow	11	

Directional buoys (1.5m(h) x 0.75m(w) - Red	5	
Area closing buoys with small flag - every 70 meters	36	
Weights plates - 20kg (set of 2)	12	
Weights plates - 10kg (set of 2)	10	
Weights plates - 5kg (set of 2)	10	
*Heras Blocks	TBC	
Polypropylene rope - drum (10mm x 220m)	2	
Carabiner (screw gate) - 28mm	36	

## **6. Appendix 2 – Typical Temporary Overlay Elements**

<b>PRIMARY OVERLAY ELEMENTS</b>	
<p>Medium Tents 10m span, various lengths, single storey</p>	
<p>Small Tents 3-5m span, various lengths, single storey</p>	
<p>Cabins Various dimensions, single storey</p>	
<p>Seating stands 4 tiered 120 number seating stand (image is generic)</p>	

<b>SECONDARY OVERLAY ELEMENTS</b>	
<p>Covered structures 3-5m span, single storey</p>	
<p>Crowd barrier</p>	
<p>Heras fencing (with gates)</p>	
<p>Portable toilets</p>	
<p>Shipping Containers 20 and 40"</p>	



**LOOK & FEEL OVERLAY ELEMENTS**



## **7. Appendix 3 – Glasgow 2018 List of Acronyms**



<b>FUNCTIONAL AREA</b>	<b>FA CODE</b>	<b>WORKSTREAM</b>	<b>WORKSTREAM CODE</b>
Broadcast	BRD	Broadcast	BRD
Central Operations	COP	Travel & Accommodation	TAC
		Accreditation	ACR
		Special Events	SPE
		Transport	TPT
		Human Resources	
		Workforce	WKF
		Member Federation Relations	MFS
C3 & TER	CTR	Command, Control & Coordination	CCC
		Testing, Exercise & Readiness	
Policy and Evaluation	PCY	Accessibility	
		Sustainability	SUS
		Legacy	
		Research and Evaluation	
Cultural Programme	CUL	Championships Festival	CSF
		Partners & Sector Engagement	PSE
Event Management	EVM	Event Operations	
		Spectator Services	
		European & National Federation Contract Management	EFR
Finance	FIN	Finance	FIN
		Commercial Contracts	CCO
		Championships Management	CHM
		Facilities Management	FAM
		Office Administration	OAD
		Planning Stage Accommodation & Travel	PAT
Governance	GOV	Programme Management Office	PMO
		Strategic Risk Management	RMA
		Insurance	
		Dissolution	DIS
Legal	LGL	Legal	LGL
Marketing & Communications	MCM	Marketing	MKG
		Public Relations	PRL
		Brand	BND
		Look	LOK
		Engagement	ENG
		Ticketing	TKT
		Marketing Functions & Events	MFE
		Media Operations	MOP
Partnerships & Commercial	PCM	Merchandise	MER
		Partnerships	PAR
Procurement	PRC	Procurement	PRC
Protocol & Relations	PRR	Protocol	PRO
		Guest Management and	GMT

		Hospitality	
		Experience	EXP
		Observer Programme	OBP
		Transfer of Knowledge	TOK
Safety, Security & Medical	SSM	Venues Safety & Licensing	VSL
		Security	SEC
		Medical	MED
		Health & Safety Management	HSM
Sport	SPT	Anti-Doping	ADD
		Sport Presentation	SPP
		Sport Development	SPD
		Sport Rowing	
		Sport Triathlon	
Technology	TEC	ICT	ICT
		Digital & Results Integration Services	DRI
		Telecommunications	TCS
		Venue Technology Services	VTS
		Event Management Services	EMS
Venues	VEN	Venue Development & Overlay	VDO
		Catering, Cleaning & Waste	CCW
		Logistics	LOG
		Venue Contract Management	VCM
		Venue Programme Management	VPM
City Team	CTY	City Team	CTY