

The Impact of the 2012 Games on Lottery Funding in London

January 2008



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Chair's foreword

The diversion of Lottery funds from the arts and other good causes to help pay for the 2012 Games will not be the first time a government has robbed Peter to pay Paul. So why should we worry?

And London does rather well out of the Lottery in any case. As the home of many of the country's national projects funded by the Lottery, the capital receives more Lottery funding than any other region in the country. Add to that the gains from being the host city for the 2012 Games, and it seems that London has little cause for complaint.

Look behind the headlines, however, and another story emerges. When you look at the recipients of smaller Lottery grants in London, various valuable voluntary and community groups, you discover that London does disproportionately badly even now. This disadvantage is set to worsen.

Such small projects bring many benefits to the capital. And paradoxically, cannibalising their funds – ostensibly to benefit the 2012 Games – may actually harm the Games. Many of the promises London made in its bid, for example about increasing participation in sports, cannot be realised if the local organisations that support these goals are no longer able to deliver – or are even forced to close down completely.

At present, it is not at all clear who will lose what. And of course, we do not want to see the 2012 Games themselves harmed through lack of appropriate funding. Nevertheless, it is vital that the recipients of smaller Lottery grants in London – already at a disadvantage yet essential to London's cultural and sporting success – should be shielded from any 'raids' on their funding.

In any event, everyone involved needs clarity so that they can plan for the future. The decision to divert funds has caused much anxiety. It is time to end the uncertainty and show our support for the myriad local organisations in London who receive relatively little Lottery funding yet deliver so much.

Dee Doocey AM

Chair of the Economic Development, Culture,
Sport and Tourism Committee



Executive Summary

At first glance London appears very successful at attracting Lottery funding. Despite having a population share of just 14 per cent, London has received 24 per cent of all Lottery good cause money since the Lottery began in 1994. However, research undertaken as part of this investigation shows that London's small Lottery-funded organisations fare far worse than this overall figure suggests. For Lottery grants worth £10,000 or less, London's share is just ten per cent.

£2.2 billion of Lottery good cause money is being diverted to pay for the London 2012 Olympic and Paralympic Games, of which we estimate that approximately £440 million will be lost to London. We are concerned that the diversion will be felt disproportionately by those organisations that rely on smaller grants. These organisations – various community and voluntary groups – already have a poor record of attracting Lottery money and they are also least likely to have alternative sources of funding available. Yet these organisations do valuable work in London's communities.

'London's small voluntary and community organisations need to be shielded from the harm that diverting Lottery money to pay for them might cause'

This report recognises the potential benefits of the 2012 Games. However, we also think that London's small voluntary and community organisations need to be shielded from the harm that diverting Lottery money to pay for them may cause. We therefore recommend that the proportion of Lottery good cause money spent on grants worth less than £10,000 should be monitored and protected from the effects of the diversion by Lottery distributors.

We are also concerned about the effect that the diversion will have on the 2012 Games themselves. Two key promises made in London's bid were that the 2012 Games would include a participatory cultural festival, the Cultural Olympiad, and would be used as a catalyst to increase grass-roots sports participation. Small community and voluntary organisations will be needed to deliver both of these promises. Paradoxically, with such groups short of funding, these two key Olympic promises are also threatened by the diversion of Lottery money to pay for the Games. This report therefore calls for the Mayor to provide the support needed to ensure that the Cultural Olympiad and sports participation legacy are realised in London.

The 2012 Games have the potential to bring great benefits to London and the UK. The problem of how to pay for them is a dilemma that permits no easy solutions. Given that substantial sums from the Lottery good cause pot will now be used to contribute to the 2012 Games, it is important to be aware of the effects of this on Lottery funded organisations in the capital. This report analyses these potential effects and sets out a series of measures designed to protect those carrying out vital work in London's communities.

1 Introduction

On 17 March 2007 Olympics Minister Tessa Jowell announced that the London 2012 Games would cost almost four times the figure set out in London's original bid. Included in the revised budget was a further £675 million to be diverted from the National Lottery good cause fund.

Amid the ensuing controversy, many voices from the UK's cultural and voluntary sectors protested against the use of further Lottery money to pay for the 2012 Games. Hosting the Games might be a huge accomplishment for London, they said, but not if it is achieved by hindering the city's arts, heritage, community and local sports groups.

Olympic organisers have dismissed these concerns. The Games are themselves a 'good cause' and therefore deserving of Lottery money, they say. What's more, they are an opportunity that is too good to be missed and Lottery distributors will be paid back after the sale of Olympic land anyway.

There has also been some lack of sympathy for London coming from the rest of the country. Since the vast majority of the Olympic budget will be spent in London, so the argument goes, London as a whole will not lose out as a result of the diversion. As Pete Wishart, MP for Perth and Perthshire North, put it, *'London stands to gain from the fantastic legacy that the city will receive [from the 2012 Games]. ...so it is London that should pay.'*¹

This report explores these arguments to look at what the diversion of Lottery money to pay for the 2012 Games will really mean for London. It sets out:

- How London has fared at attracting Lottery funding in the past;
- How much London will lose as a result of the diversion;
- Where the cuts will be felt most and what impact they will have;
- Possible ways to mitigate the most harmful effects of the diversion.

London has a successful record of attracting Lottery funding; in the past it has consistently received proportionally more than the rest of the country. However, much of its success is due to London being the site of many of the major national projects funded by the Lottery. The capital's record deteriorates rapidly when only small Lottery grants are considered.

The diversion of Lottery money to pay for the 2012 Olympic and Paralympic Games reinforces this pattern. London is again hosting a major national event and large amounts of money will be pumped in as a result. However, in the case of funds diverted from National Lottery good causes, the money being spent on the Games is money that would have gone to some of London's valuable voluntary and community groups.

'The money being spent on the Games is money that would have gone to some of London's valuable voluntary and community groups.'

‘Olympic-related goals are being put in jeopardy by the diversion of Lottery money to the core Olympic budget.’

The diversion does not only expose the difficult decisions that have had to be made about competing priorities for funding. It may also be counter-productive from the point of view of the goals of the 2012 Games themselves. The Games do represent a unique opportunity. But many of their promises – increasing sports and arts participation and profiling London’s vibrant cultural scene on a world stage – will be dependent on small voluntary and community cultural and sports groups if they are to be realised. With the amount of money available to such groups reduced, their ability to deliver the government’s culture and sports participation goals is called into question.

This report explores this concern by looking more closely at the implications of the diversion of Lottery money for the Cultural Olympiad and the government’s Olympic sports participation target to increase the number of people who are physically active by two million by 2012. In both cases we find that Olympic-related goals are being put in jeopardy by the diversion of Lottery money to the core Olympic budget. We therefore recommend some measures that we think will help to preserve these important parts of the London Games.

2 The Lottery contribution to the 2012 Games

The National Lottery's money for good causes

Each week, the National Lottery raises £25 million for good causes ranging from national cultural institutions to youth projects in deprived areas. This money is given to the National Lottery Distribution Fund, which divides it among the Lottery distributors in proportions prescribed by central government. The National Lottery distributors then use the money to award grants to applicants that are working in sectors corresponding to any of the National Lottery good causes and are in need of funding beyond that provided by government.

There are currently thirteen Lottery distributors² that fund activities in the five Lottery good causes: sports, arts, heritage, charities and health, education and the environment. A fourteenth – the Olympic Lottery Distributor – was established especially for distributing the Lottery contribution to the Games and will be dissolved after 2012.

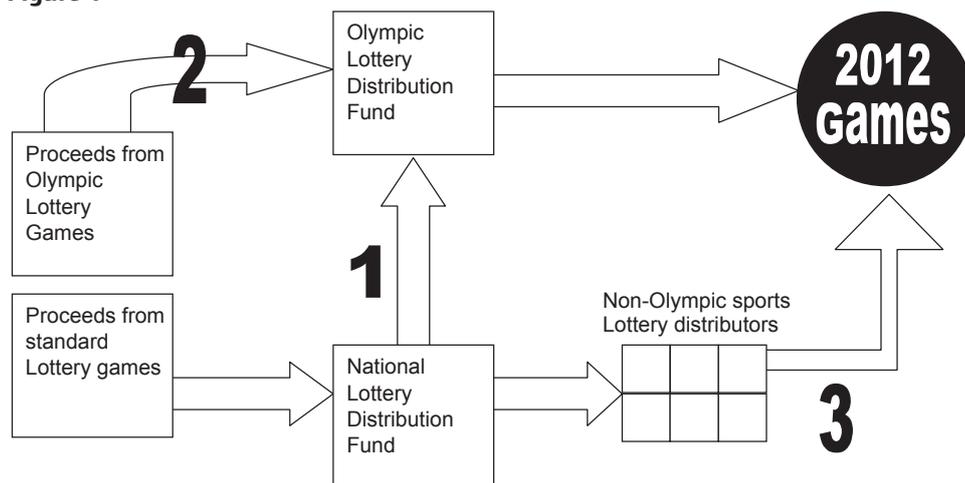
The Lottery contribution to the Games

Some of the Lottery's proceeds for good causes are being used to pay for the delivery of the 2012 Olympic and Paralympic Games. The Lottery's contribution to the 2012 Games is being taken from three sources:

- 1 Money transferred from the National Lottery Distribution Fund to the Olympic Lottery Distributor. This portion of the contribution will be diverted from the other distributors in proportion to their shares of Lottery good cause proceeds.³
- 2 The proceeds from Olympic Lottery games. These are Lottery Games with an Olympic theme that has been especially created for the 2012 Games. Their proceeds for good causes go directly to the Olympic Lottery Distributor.
- 3 Money dispensed by the National Lottery Distribution Fund that is spent on Games-related projects by the sports Lottery distributors.⁴

The different ways in which money is going into the Games is set out in figure 1 below.

Figure 1



The size of the contribution

The total Lottery contribution to the 2012 Games before and after the March 2007 announcement⁵ about the Olympic budget is set out in the table below.

Table A

| Amount to be contributed (original budget) | Amount to be contributed (revised budget) | Source |
|--|--|--|
| £410 million | £1,085 million (i.e. £410 million + additional £675 million) | Diverted from non-Olympics Lottery distributors |
| £750 million | £750 million | Proceeds of Olympic Lottery games |
| £340 million | £340 million | Spent on Olympic-related projects by the sports Lottery distributors |
| £1,500 million | £2,175 million | Total Lottery contribution |

The impact on other Lottery good causes

The use of Lottery money to pay for the 2012 Games has been controversial. Many in the arts, sports and heritage sectors have voiced concerns about what the diversion will mean for other Lottery good causes. They are concerned that traditional recipients of Lottery funding are losing out to the London Games.

However, viewing the diversion of funding as a loss is contentious in some areas. Olympic organisers, including the Mayor's office and the Department for Culture, Media and Sport, argue that the Lottery has always allocated a share of its money to '*big and exciting special causes*'⁶ and that the Olympic and Paralympic Games should be viewed as another project in the same vein. As a spokesperson for Olympics Minister Tessa Jowell put it, '*the Lottery funds good causes and there is no better cause than the Games.*'⁷

'Money spent on the London Games is money that is not available for other causes.'

While the funds being discussed are being diverted rather than lost, money spent on the London Games is still money that is not available for other causes. Deciding how to allocate any funding involves making trade-offs and the decision to use Lottery money to pay for the Games implies that they have, in this instance, been given priority over other good causes. Some good causes in London will lose out as a result and it is important to be aware of who will be affected and how.

3 The impact of the diversion on London

The Lottery distributors have said that no current projects will have their funding withdrawn; the funding cuts will only impact on future spending rounds. Nor do distributors allocate their funds according to a regional quota; which projects receive funding depends on which applications are received and are successful. All this makes it difficult to measure the precise impact of the diversion of Lottery funds on London. No one knows which projects might have received funding over the period 2009-12 but now will not due to the diversion, and so nor do we know their geographical spread. A crude estimate of how much London will lose can be made by looking at the average share of Lottery funding that London has received in the past and applying it to the amount being diverted.

Estimating how much London will lose

Before looking at what past patterns of Lottery funding in London imply about how much London will lose due to the diversion, we need to be clear about what components of the diverted funds are relevant. The way in which money is being diverted away from the other Olympic good causes is slightly different for each mode of funding:

- The money transferred to the Olympic Lottery Distributor from the National Lottery Distribution Fund is taken out of funds that would otherwise have gone to the non-Olympic Lottery distributors and therefore represents a direct loss to other non-Olympic good causes.
- The money that the Olympic Lottery Distributor receives from the Olympic Lottery games is only a loss to non-Olympic good causes to the extent it comes from what has been called 'cannibalism.' This refers to switching from standard to Olympic Lottery games by Lottery players, so that the proceeds from Olympic Lottery games imply a reduction in the proceeds raised by standard Lottery games. Camelot has estimated that £575 million of the £750 million to be raised by the Olympic Lottery Games will be the result of 'cannibalism'.
- The £340 million spent on Games-related projects by the Sports Lottery distributors is not a loss as such because it is being spent in line with normal practice. That said, it is still money being spent on the Games rather than other sport-related good causes. The significance of this depends on the nature of the Olympic projects that are being funded.

Of the Lottery's total contribution to the Games therefore, only the money coming from 'cannibalism' by the Olympic Lottery games and from the National Lottery Distribution Fund imply an actual reduction in the funding available to the non-Olympics Lottery distributors. The £340 million being spent on the Games by the sports Lottery distributors is therefore excluded

from our estimates, which are made on the basis of a £1,835 million diversion.

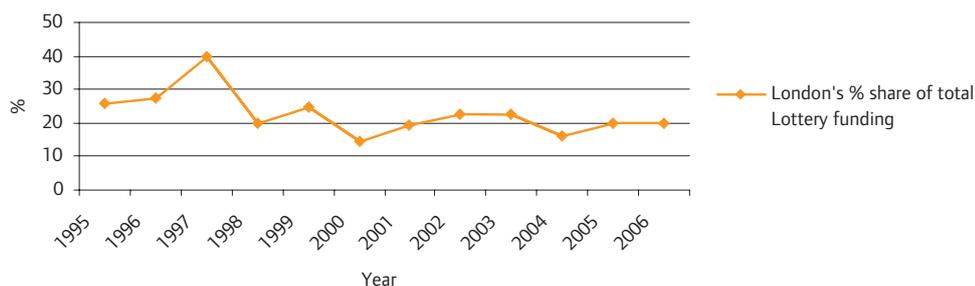
London's total share of funding since the Lottery was established in 1994 is 24 per cent.⁸ Applying this average to the £1,835 million being diverted away from the Lottery distributors gives us the estimate that London will lose approximately £440.4 million of Lottery funding as a result of the diversion. However, there is some uncertainty surrounding this estimate.

'London will lose approximately £440.4 million of Lottery funding as a result of the diversion.'

First, the losses predicted to result from 'cannibalism' by the Olympic Lottery games are surrounded by a great deal of uncertainty. Both total sales of Olympic Lottery games and the amount of switching from standard to Olympic Lottery games that actually takes place may be greater or less than predicted. Sales of Olympic Lottery games have so far exceeded expectations, with income for the Olympic Lottery Distribution Fund from dedicated Olympic Lottery games being ten per cent ahead of target in Financial Year 2006/7. However, should revenues from Olympic Lottery games tail off in the years leading up to the 2012 Games, Camelot can – subject to the approval of the National Lottery Commission, the Lottery monitoring body – designate further games as 'Olympic Lottery games.' This would further reduce revenues to the non-Olympic Lottery distributors. The overall impact of the Olympic Lottery games on the non-Olympic Lottery distributors therefore remains uncertain.⁹

Second, annual fluctuations in London's share mean that our figure can only be a rough estimate. There is a degree of variation in the amount of Lottery funding going to London annually, as Figure 2 below shows. This variation warns us to be cautious about projecting London's past share of Lottery funding into the future. However, London's share of Lottery funding has been roughly stable since 2000, strengthening our estimate.

Figure 2 – London's % share of total Lottery funding



Is London really losing?

These uncertainties aside, some may ask how much we should be concerned about the effect of the diversion on London. Taken as a whole, London is relatively successful in attracting Lottery funding. At the time of the last census in April 2001, London's population was seven million, which is 14.6 per cent of the population of the United Kingdom. London's 24 per cent share of total Lottery funding since the Lottery was established in 1994 therefore means that, overall, London receives a disproportionately large amount of funding in relation to its population. Furthermore, as the Games are taking place in London, London's total share of Lottery money should increase as a result of Lottery money being used to pay for them. As one MP has said, there will *'be no huge investments outside London, but money is being siphoned from the pot – the National Lottery – from which other parts of the country might otherwise have benefited.'*¹⁰ In terms of Lottery funding, surely London stands to gain not lose from the diversion?

'Small projects in the capital have tended to do disproportionately badly in attracting Lottery funding.'

The problem with this argument is that it lumps all types of Lottery funding together. It assumes that all Lottery grants going into London have a similar impact and can therefore be treated in the same way. Further analysis of past patterns of Lottery funding in London shows that this is not the case.

First, money spent on the 2012 Games will be largely focused on the five Olympic boroughs. The amount of Lottery funding going into the rest of London stands to be curtailed as much as it is in the rest of the country. The non-Olympic boroughs are already expressing concerns that they are losing out to the Olympic boroughs. One outer London borough submitted evidence saying *'we feel left out'* and were keen to stress that *'the future benefits to be derived from the Olympic legacy should be spread fairly and equally for the benefit of all Londoners.'*¹¹

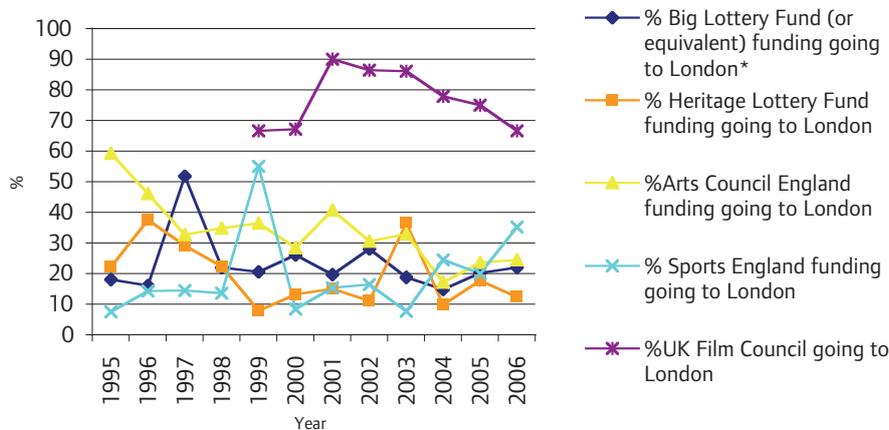
Second, any analysis of Lottery funding in London needs to make a distinction between large and small Lottery grants. The beneficiaries of large grants are very different to the beneficiaries of small grants, both in terms of needs and in terms of what they contribute to London. Large grants facilitate major, often national projects while smaller grants tend to have a local community focus. This has significant implications for the impact the diversion of Lottery funding to pay for the Games will have in London. As further analysis of historical patterns of Lottery funding in London will show, small projects in the capital have tended to do disproportionately badly in attracting Lottery funding.

Lottery funding in London

A closer analysis of the data on past Lottery funding in London shows that London's share of Lottery funding is skewed by big, national projects. This is illustrated in Figure 3 below that shows London's share of Lottery funding broken down by distributor.

'London's share of Lottery funding is skewed by big, national projects.'

Figure 3 – London's share of Lottery funding by distributor

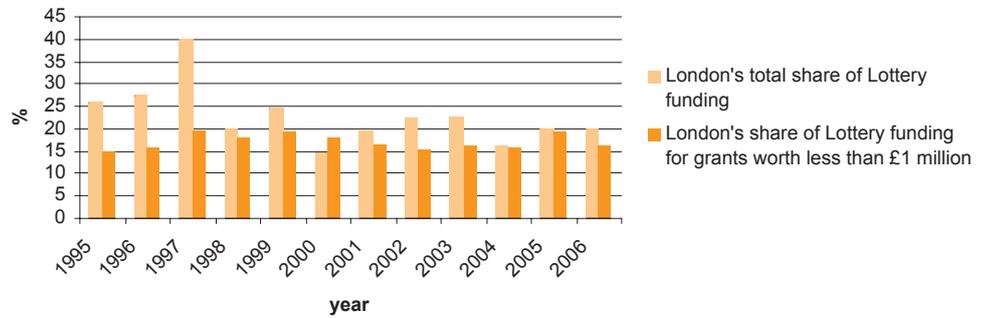


* For years prior to 2006 when the Big Lottery Fund was created, the graph shows London's combined share of funding from the Big Lottery Fund's predecessor organisations (the Community Fund, the New Opportunities Fund and the Millennium Commission).

In Figure 3 the peak in London's share of the Big Lottery Fund's funding in 1997 is due to the Millennium Dome and the peak in funding from Sport England in 1999 is due to Wembley Stadium.

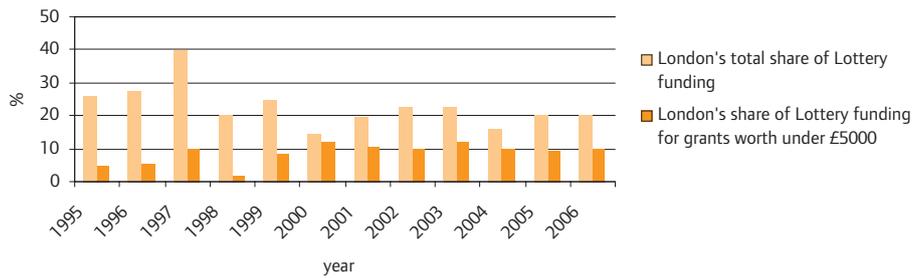
These two projects are an extreme example of a more general pattern. Figure 4 below shows that London's share of funding since the Lottery began, measured by distributor, is significantly reduced when big projects (those costing over £1 million) are excluded. In every year but 2000, London gets a smaller proportion of grants worth under £1 million than it does of all grants.

Figure 4 - Lottery funding in London



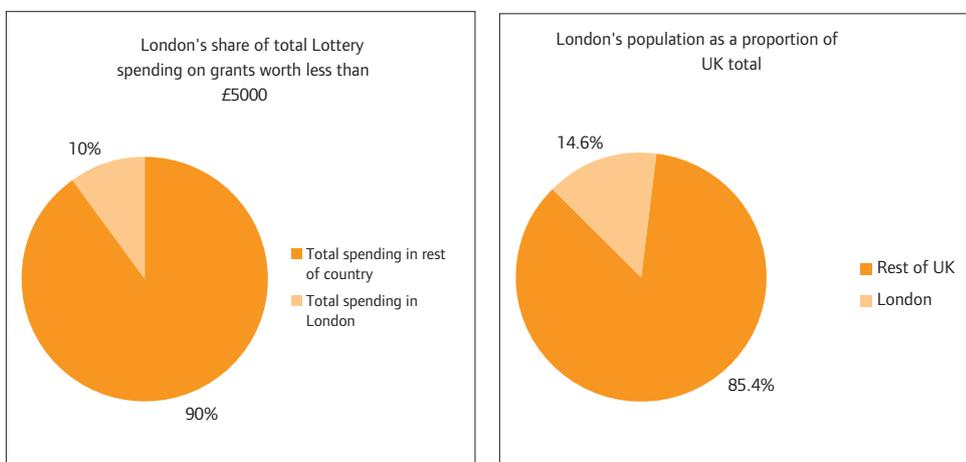
Over 50 per cent of Lottery money for good causes is spent on projects worth less than £5,000,¹² The reduction in London's share of Lottery funding for smaller grants is even more pronounced for these grants:

Figure 5 - Lottery funding in London



London's share of total Lottery spending on grants of less than £5,000 since the Lottery began is just ten per cent. This is notably less than London's share of the UK population:

Figure 6



Therefore London receives a disproportionately small share of the value of funding for small grants in relation to its share of population.

It is clear that a significant reason for London's high average share of Lottery funding is that London is the site of many big national projects. What this implies about London's share of Lottery funding is questionable. On the one hand, although these projects are national projects, the fact that they are based in London means that London will derive a large part of the benefits of them in terms of job-creation and easier access to the products. On the other hand, the benefits that 'big' projects bring to London are not the same as the benefits brought by small projects.¹³ Small projects have more scope for community involvement and are more likely to engage London's disadvantaged communities. Including funding for 'big' projects in figures showing London's share of total Lottery funding may give a misleading impression of how successful smaller projects in London, especially those run by voluntary and community groups, are in attracting Lottery funding. All this implies that it is not how much Lottery funding London will lose that is the most pertinent question, but where the losses will be felt most.

Who will lose most as a result of the diversion?

The patterns of Lottery funding described above alert us to the plight of London's small-grant recipients. Our concern is that the decision to divert Lottery funding in order to pay for the 2012 Games will reinforce existing patterns of Lottery funding in London and disproportionately harm small projects, which are mainly run by voluntary and community groups. Many working in the voluntary and community sector share this concern. Moira Sinclair, the director of the Arts Council in London, has said of the diversion that *'our concern was that the impact was likely to be felt...disproportionately by smaller arts organisations, local projects and individual artists.'*¹⁴

'London receives a disproportionately small share of the value of funding for small grants in relation to its share of population.'

‘The further diversion of Lottery funds... threatens the development, and even the survival, of many groups both between now and 2012 and beyond 2012.’

Voluntary Arts Network

Although the distributors have guaranteed that no existing projects will have to be shut down as a direct consequence of the diversion, the funding cuts create two kinds of risk. The first stems from the fact that Lottery money is used to fund particular projects rather than groups or organisations. While no particular projects will be shut down due to the diversion, there may be small voluntary or community groups or organisations that prove not to be viable in the longer term because there is less funding available for future projects. This concern is increased by the fact that such groups or organisations are also least likely to have alternative sources of funding. As a result, *‘the further diversion of Lottery funds... threatens the development, and even the survival, of many groups both between now and 2012 and beyond 2012.’*¹⁵

The second risk is that a number of projects which might have been developed had more funding been available will now not be initiated. This threatens to leave London with a cultural landscape that is less rich than it might have been.

The 2012 Games are another expensive national project that is being based in London. They will bring a huge amount of investment to the capital but the diversion will mean that more Lottery funding is spent on large infrastructure projects, leaving less funding available to smaller projects and organisations. One umbrella sports organisation worries that, ‘the diverted funding will primarily... [be] applied to large infrastructure projects, leaving less funding available at community level.’¹⁶

What can be done?

The threat that the diversion of Lottery funding poses to small community and voluntary organisations dependent on Lottery money creates a dilemma for those who are concerned about such groups and yet are also enthusiastic about London hosting the Games. The Committee recognises that the Games need to be paid for somehow and that there is a limited number of possible sources of funding. The challenge is to find a way of funding the Games while limiting the damage done to London’s recipients of small Lottery grants.

Of the distributors, the Big Lottery Fund has promised to continue to meet its current commitment to give 60-70 per cent of their funds (£147-172 million in financial year 2006-07) to voluntary and community groups at pre-diversion levels so that the amount that the Big Lottery Fund gives to voluntary and community groups will not be reduced at all as a result of the diversion. As a result of this strong commitment to protect voluntary and community groups from the diversion, such groups should receive

the overwhelming majority of the Big Lottery Fund's funding during the diversion period.¹⁷

By contrast, the other distributors have only committed to protect the amount of money going to voluntary and community groups in proportional terms.¹⁸ This means that once the diversion kicks in, competition for Lottery funding will be much fiercer within this sector and fewer groups will succeed in getting funding.

The Committee welcomes the Big Lottery Fund's commitment to protect voluntary and community groups from the diversion. It is a sensible way of protecting the groups most at risk over the duration of the diversion. The Arts Council argues that a similar commitment may not be suitable for other Lottery distributors. Most projects funded by the Arts Council have a professional component, meaning that it would not be sensible for them to prioritise small voluntary and community groups over all others.¹⁹

'More needs to be done to protect small voluntary and community groups.'

Nonetheless, the Committee feels that more needs to be done by all distributors to protect small voluntary and community groups than is currently being proposed. This may take the form of a stronger commitment regarding the amount of money that will go to such groups, or it may concern other forms of support, such as assistance with making funding applications or with finding alternative forms of funding. The Committee would also like to see greater transparency about the proportion of funding received by such groups to allow the impact of the diversion on these groups to be properly monitored. **The Committee therefore recommends that each Lottery distributor publishes information stating how much and what proportion of their funding in each of the last three years has gone to community and voluntary groups with a turnover of less than £10,000 pa and set out a plan for protecting such groups after the diversion.**

4 Will the diversion undermine Olympic goals?

To date, concerns about the diversion of Lottery money to pay for the 2012 Games have focused on the impact on small voluntary and community groups in London.

In short, the Committee is worried that the diversion will exacerbate a system in which London's small voluntary and community organisations are already at a disadvantage by making it even harder for such groups to obtain Lottery funding. It therefore questions the priorities embodied in the decision to use Lottery money to pay for the 2012 Games for once again allowing London's local voluntary and community sector to lose out to a large-scale national project.

A further anxiety, however, is that the priorities that underpin the decision to use Lottery money to pay for the 2012 Games are not merely questionable but self-contradictory. The concern here is that by taking money away from the arts, heritage and grass-roots sports sectors, the diversion of Lottery money will make it harder for some of the goals associated with the London Games to be realised.

These concerns relate to the Cultural Olympiad and to the Olympic sports legacy. The Cultural Olympiad is the cultural festival planned to run alongside the sporting events of the Games and in the four years leading up to them. The sporting legacy is the lasting impetus that hosting the Games is expected to give to sport in the UK. Both are key pledges made by the Olympic organisers and featured strongly in London's bid to host the Games. For either to come to fruition London will need strong and vibrant grassroots cultural and sport sectors. To the extent that the diversion of Lottery money to pay for the core costs of delivering the 2012 Games weakens these sectors and so makes them less able to deliver the Cultural Olympiad and sports participation legacy respectively, the diversion may be counter-productive.

The next two sections consider these two aspects of the Olympic promise to London and what effect the Lottery diversion will have on the likelihood of them being delivered.

(a) The Cultural Olympiad

The International Olympic Committee requires all host cities to run a cultural festival alongside the Olympic sporting events. London is planning a four-year cultural festival comprising three 'tiers' that will run from the handover ceremonies in August 2008 to the end of the London Games in 2012. In addition to the mandatory parts of the cultural programme, such as the handover ceremonies and the Olympic torch relay ('tier 1' of the Cultural

'The Achilles' heel of the Cultural Olympiad is the lack of money available to fund it.'

Olympiad), organisers of the London Games are planning ten major projects inspired by the UK's diverse creative industries ('tier 2') and a series of local events and celebrations across the UK's communities ('tier 3').

There are many potential achievements of the Cultural Olympiad. Organisers see it as a way to increase participation in cultural activity and to spread the Olympic celebrations beyond those who would be reached by sport alone. In addition, the Cultural Olympiad is regarded as an opportunity to showcase London's diversity and creativity and add further vigour to its creative industries.

The Achilles' heel of the Cultural Olympiad is the lack of money available to fund it. Ultimate responsibility for the Cultural Olympiad falls to the London Organising Committee of the Olympic Games (LOCOG), who have already admitted that there is little funding available for the Cultural Olympiad and that most of what is available will be used for the mandatory major ceremonies: *'LOCOG's own funding will be needed, in large measure, to deliver the mandatory ceremonies, leaving start-up and limited support for the second and third tiers of the Cultural Olympiad.'*²⁰ LOCOG itself is raising £2 billion from sources including sponsorship, broadcasting rights and selling merchandise. Other parts of the Cultural Olympiad will have to find their own funding from commercial partners or other cultural organisations.

Under such circumstances, Lottery funding, as one of the major sources of funding for London's voluntary and community cultural sector, may be crucial for allowing grass-roots voluntary and community groups to participate in the Cultural Olympiad. Indeed, Lottery distributors are already contributing significant amounts to Olympic-related projects that fall outside of the official budget but are crucial to the Cultural Olympiad.²¹ The problem is that the diversion will leave them less able to continue to do so. As the Voluntary Arts Network said in their written evidence, *'With arts organisations expected to find their own sources of funding to stage events in the Cultural Olympiad, the further diversion of arts Lottery funding towards the costs of the 2012 Games threatens to destroy the vision of a UK Cultural Festival before it starts.'*²²

The Committee recognises that there is a great deal of enthusiasm and determination for the Cultural Olympiad among London's cultural sector. All the Lottery distributors we spoke to stressed that they welcomed the London Games and, in particular, the emphasis that they were putting on culture. For example, the Heritage Lottery Fund said *'[the Games] will provide a tremendous opportunity for heritage to be woven into an accompanying cultural Olympiad programme and the Heritage Lottery Fund has always been supportive of them.'*²³ This sentiment was echoed by grass-roots

'Further diversion of arts Lottery funding towards the costs of the 2012 Games threatens to destroy the vision of a UK Cultural Festival before it starts.'

Voluntary Arts Network

‘A relatively small pot of money would make a huge symbolic difference.’

organisations such as the London Libraries Development Agency, which said that *‘we welcome London 2012 as an unparalleled opportunity.’*²⁴

The Committee is also cautious not to exaggerate the extent to which small cultural organisations are dependent on Lottery money. Some have other possible sources including local authorities and fundraising. The key issue is rather one of perception and motivation. Robin Simpson, Chief Executive of the Voluntary Arts Network has argued that *‘in the context of the Lottery diversion there is again a great problem of motivation and morale within those very groups that we would wish to be taking part in the Cultural Olympiad.’*²⁵ These groups are already aware that there is no official funding for the third tier of the Olympiad within LOCOG’s budget and the diversion will only compound their disillusionment. This could jeopardise the third tier of the Cultural Olympiad as, if grassroots cultural organisations have the perception that there is no, or very little, funding available to them, they are less likely to be motivated to initiate a project for the Cultural Olympiad.

The situation is made all the more unfortunate by the fact that, at least as far as the third tier of the Olympiad is concerned, it is relatively small amounts of money that are at issue. For the small projects involved in the third tier, receiving a small grant will not only help participants to get their projects up and running, it also provides an external endorsement, which can be very encouraging. To quote Robin Simpson, *‘the fact that we are recognising their project, the fact that they have been chosen and the symbolism of handing over a sum of money, however small that is... is very important to most of the sorts of groups in this sector.’*²⁶ The value of grants to such groups may therefore be as much symbolic as practical.

The Committee recognises that the budget for the Games is tightly constrained. Indeed, the limited sources of money that it can draw on is reflected in the need to divert funding from the Lottery good causes in the first place. However, the Committee also believes that the Cultural Olympiad is one aspect of the Olympic programme that is vital in terms of the benefits that the Games have promised to bring. Against such a background, the potential that small amounts of money have to rouse grass roots groups to get involved in the third tier of the Cultural Olympiad should be seized upon. Leading members of the grass roots cultural sector have said that *‘a relatively small pot of money would make a huge symbolic difference.’*²⁷ By motivating and encouraging grassroots cultural organisations to get involved in the Cultural Olympiad, this symbolic difference would make a material difference to whether organisers’ vision of the Cultural Olympiad is realised or not.

The Committee believes that ring fencing a small amount of money specifically for the third tier of the Cultural Olympiad may provide the incentive needed at ground level to make it happen. **The Committee therefore recommends that the Mayor works with other delivery partners to create a single 'London Cultural Olympiad funding pot' by the time of the start of the Cultural Olympiad in August 2008, which will provide a source of funding for small voluntary and community projects which want to participate in the 'third tier' of the Cultural Olympiad.**

(b) The Sporting Legacy of the Games

A similar worry arises about the effect of the diversion of Lottery funding on the Olympic legacy for grassroots sports participation. One of the main justifications for spending Lottery money on the Games is that they will leave the United Kingdom a valuable sporting legacy. There are two elements to this legacy. One is greater success for UK sportsmen and women at professional levels. The other is greater sports participation at the grassroots level. Both elements are reflected in the government's sports legacy targets. These are, first, for the UK to finish fourth in the medals table and, second, to increase the number of people who are physically active by one per cent a year to 2012. The latter target puts particular emphasis on priority groups including women, people with disabilities and ethnic minorities. In London, for example, the aim is to increase the number of adults with a disability who participate in sport by 10,086 per year up to 2012.²⁸

The first target is manifest in the fact that UK Sport, the Lottery distributor charged with improving the UK's sporting performance at the elite level, is exempt from the diversion of Lottery money to pay for the Games. Its funds for supporting elite athletes are being protected. Sport England, however, which distributes Lottery money to grassroots and community sports, has been given no equivalent exemption. Sport England is therefore having its funding reduced precisely over the period in which it needs to be working hardest to take advantage of the Games to encourage more people to take up sport and fulfil the second of the government's sporting legacy targets. By reducing the funds available to groups involved in sport at the grass roots level, the diversion of Lottery funding may result in the sports participation part of the Olympic legacy being reduced.

These concerns relate not only to the money being diverted away from the National Lottery Distribution Fund but also to the £340 million of the funding remaining with the non-Olympic Sports Lottery distributors that will be spent on Olympic-related projects. This amount is not usually counted among the

'the diversion of Lottery funding may result in the sports participation part of the Olympic legacy being reduced'

‘The large-scale sports infrastructure required for the duration of the Games themselves is being given priority over small community sporting projects.’

funds being diverted because it will still be received and distributed by the Lottery distributors. However, there is a fear that some of this funding may end up being spent on projects that will do little to enhance community sport and whose benefit to London beyond the Games is questionable. For example, Sport England is contributing £50.5 million towards the cost of the Olympic Aquatics Centre and Velopark. The same amount could alternatively pay for either of the following community sports facilities:²⁹

Table B

| Facility Type | Cost per facility | Examples of facilities that £50.5 million would buy |
|-----------------------------|-------------------|---|
| 25m five-lane swimming pool | £2,450,000 | 20 |
| Four court sports hall | £2,550,000 | 19 |
| Grass pitch | £60,000 | 841 |
| Multi-use games areas | £70,000 | 721 |

What we see when we look at the impact of the Lottery diversion on the sports participation legacy, therefore, is that the large-scale sports infrastructure required for the duration of the Games themselves is being given priority over small community sporting projects that are more likely to be of long term value to Londoners. The likely consequence of reducing the resources available to community sports groups in this way is that the participation element of the sporting legacy will be significantly weakened.

Who will deliver?

This picture was complicated by changes made by the Department of Culture, Media and Sport to its sports policy and its guidance to Sport England in November 2007. The then Secretary of State James Purnell declared that responsibility for the government’s commitment to increase the number of people who are physically active by one per cent a year to 2012 was a health issue and should fall to the Department of Health rather than to the Department of Culture, Media and Sport. Mr Purnell announced that he was taking the goal of increasing physical activity out of Sport England’s remit and declassifying a number of physical activities as sports, so that they no longer qualify for Sport England funding.

Exactly what activities will remain in Sport England’s new brief will not be clear until a review due to be published in March 2008. So long as there is no major u-turn, however, then this change in policy raises some concerns about the fulfilment of the sports participation legacy.

In the first place, at our Committee meeting in December³⁰ experts expressed doubts about the basis for drawing such a sharp distinction between 'sports' and 'other physical activity.' The Government insists that it has not abandoned its target to increase the number of us who are physically active by 2012; the change in policy merely shifts responsibility for meeting that target. But if it is physical activity and not participation in a traditional sport that the Government is committed to increase, then the logic of restricting Sport England's work to only a portion of all physical activity is not clear, particularly as traditional sports are far less accessible to a significant portion of the population than are other forms of physical activity. Andrew Hanson from the Central Council of Physical Recreation, an umbrella organisation for the national governing and representative bodies of sport and recreation in the UK, said: *'If you consider my 66 year old mother; a big fan of Jonathon Edwards, but very unlikely to take up the triple jump, but may well be interested in going rambling and so forth! We believe there should be investment in getting more people walking, using the Olympics as a hook.'*³¹ Furthermore, in terms of how likely people are to participate in either, the two are not unrelated. As a spokesperson for Sport England told the Committee, *'physical activity; walking, cycling, actually can be a route into traditional sport.'*³²

Second, following the change it has not been made clear who is responsible for meeting the government commitment to increase physical activity in the UK, if not Sport England and the Department of Culture, Media and Sport. Mr Purnell has said that he thinks that the Department of Health should take up the task, but there has not yet been a clear statement as to capacity to do so or how this fits in with the Department of Health's other priorities and targets.

The Olympic sports participation legacy is threatened not only by a reduction in the money available to grassroots sports organisations but by a lack of clarity about who is responsible for delivering a key part of the legacy: *'the issue with the new direction for us is where does the investment come for a legacy of participation in those wider recreative activities?'*³³

What does this mean for London?

At a national level, the confusion is serious. Increasing sports participation was a key Olympic pledge but the government has not yet revealed any evidence that it has a delivery plan for this pledge. A spokesperson for the Central Council of Physical Recreation goes so far as to say *'we do not have a strategy for the sporting legacy as yet...there are legacy strategies for tourism and legacy strategies for skills but not for sport.'*³⁴ At a London level, however, the situation is less alarming. London's sporting legacy is

'The issue with the new direction for us is where does the investment come for a legacy of participation in those wider recreative activities?'

*Andrew Hanson -
Central Council for
Physical Recreation*

the responsibility of the Mayor and he has been more active in developing a delivery plan.

In order to deliver an increase in sports participation and physical activity in London the Mayor has established the Sport in London group to bring together key partners in sport in London. Sport England London was originally given responsibility for the development of the delivery plan and for a number of the targets contained in it.³⁵ These included some targets, such as the rolling out of an active workplace policy across London that presumably fall outside of Sport England's new, narrower remit.

'The Committee... remains concerned about who will deliver the sports participation legacy for London'

In January 2008 the Mayor published the first of what will be an annual update on the delivery of the Olympic legacy strategies. The document does not mention the government's change of direction nor make explicit any change in Sport England's role in realising the sports participation legacy. However, the document does place more responsibility for getting Londoners more active with the Department of Health and Primary Care Trusts.³⁶

The Committee welcomes the steps that the Mayor is taking to use the London Games to increase sports participation and physical activity in London. Even so, in light of the confusion and upheavals that have taken place recently at a national level, it remains concerned about who will deliver the sports participation legacy for London and whether they have the resources to do so. **The Committee therefore requests that by summer 2008 the Mayor makes available the Department of Health and Primary Care Trusts' implementation plan for the delivery of the sports participation legacy and the resources allocated to deliver it.**

Punctuality is key to this and the previous recommendation on the Cultural Olympiad. If the opportunities provided by London hosting the Games are to be exploited to the full, steps to do so must be taken before the Games themselves. It is in the build up to the Games that the hype and excitement will be strongest. Leaving it too late to take action risks missing the window of opportunity that the Games impart.

5 The future

Like the Lottery distributors, the Committee is aware of the potential benefits of holding the 2012 Olympic and Paralympic Games in London. It also recognises that the Games cost money and that this money must be found from a limited set of resources. As argued in this report, given that some of the money needed to pay for the 2012 Games is being taken from the National Lottery good cause fund, the Committee is anxious to minimise the impact on small voluntary and community groups in London and to ensure that key Olympic goals are not undermined by the way in which they are funded. The Committee is also concerned about the future.

The Committee welcomes the then Secretary of State James Purnell's commitment that no further money would be taken from the Lottery to pay for the Games and the commitment in the March 2007 Memorandum of Understanding to reimburse partially the Lottery after the sale of Olympic land.³⁷ Nevertheless, we do have a number of reservations about the current proposals.

The major concern is that the Memorandum of Understanding is overly optimistic about the value of the Olympic land and that proceeds from the sale of that land will not be enough to reimburse the Lottery as planned. The Memorandum of Understanding is written on the assumption that the revenue from Olympic land sales will be £1.8 billion. This figure would allow the London Development Agency (LDA) to use the first £650 million to cover its costs and then to reimburse the Lottery and the LDA £675 million and £500 million respectively. However, the LDA has since revealed that it is working on the basis of a more conservative estimate that total revenue from land sales will be £838 million. Since the LDA have claim to the first £650 million of the land sale proceeds with the next £631 million being subject to a 75 per cent-25 per cent split between the Lottery and the LDA, this more conservative estimate would result in the Lottery being repaid just £139.5 million.³⁸

The root of the difficulty is that any plans for what will be done with the income from the sale of Olympic land must be made on the basis of estimates only; how much the land will actually be worth will only be known for sure at the time of sale. The different estimates are based on different assumptions about how much land prices will increase over the next 15 to 20 years. The estimate implied in the Memorandum of Understanding is based on annual increases in land prices of 16 per cent. The LDA's estimate, on the other hand, is based on annual land price increases of six per cent.³⁹

It is difficult to choose between the two estimates. The more optimistic estimate is derived by projecting forward recent trends in land prices in the area and is closer to recent experience. Savills estate agent, however, has

'The major concern is that the Memorandum of Understanding is overly optimistic about the value of the Olympic land.'

‘The temporary reduction in available funding may still do irreversible damage to the Lottery good causes at a grass roots level.’

stressed that recent land price behaviour has been exceptional and that the land price boom should be expected to cool down in years to come.⁴⁰ This favours the more cautious estimate, which is based on the lowest annual increase in land prices in the area in the last ten years.

What will happen in the interim?

Another issue is timing. Even if Olympic land does reach the values planned for in the Memorandum of Understanding so that the Lottery is repaid £675 million, the temporary reduction in available funding may still do irreversible damage to the Lottery good causes at a grass roots level. As discussed in section two, the groups that will be worst hit by the diversion are small voluntary and community groups that lack alternative sources of funding and are therefore heavily dependent on the Lottery for their survival. Even if the reimbursement goes ahead, therefore, there is a serious risk that some projects and organisations will disappear in the interim. As one London borough put it, *‘the concern is that the £675 million over seven years will see a reduction in funding grants which could be the death blow for some voluntary and community organisations whether the reimbursement is made or not.’*⁴¹

This risk is greater when one looks in detail at plans for the sell-off of Olympic land. The table in Appendix A show the proceeds that the LDA expects to get from the sale of land. Evidently, the sale of the land will be staggered over many years. Given that the first £650 million of the land sale proceeds have been reserved for the LDA to cover its costs, the LDA’s figures would mean that it will be 2021/22 at the earliest before the Lottery is repaid anything and later still before it is repaid in full.

Of course, the LDA figures are based on their lowest estimate of land prices; if land prices are higher then the Lottery distributors may be paid back sooner. Nevertheless, that the sell-off will still be staggered and the Lottery reimbursement gradual as a result has been confirmed by Olympics Minister Tessa Jowell, who said that *‘everybody would want the Lottery to get its money back as quickly as possible but these are decisions that have to be taken relative to the land values at the time.’* As a result, Ms Jowell said, *‘the period of selling the land may be up to ten years.’*⁴²

The delay strengthens the Committee’s concern that by depriving broader arts, heritage and cultural activities of funding over the period building up to the Games, the diversion will leave them in a shrunken and de-motivated state after the event and do long-term damage to London’s cultural scene.

It is clear from this discussion that the Lottery reimbursement is by no means in the bag. Whether, by how much and when the Lottery good cause fund will be reimbursed from the sale of the Olympic land remain open questions.

‘Lottery reimbursement is by no means in the bag.’

6 Conclusion

‘The recommendations are intended to mitigate and manage the effects of the diversion and we urge the Mayor and Lottery distributors to implement them in full.’

The Committee welcomes the 2012 Games and the opportunities that they bring to London. It also recognises that there are funding constraints in paying for the Games. Nonetheless, it is concerned that the impact of the Lottery diversion has not been thought through, particularly in relation to smaller voluntary and community groups and two Olympic-related goals: the Cultural Olympiad and the sports participation legacy. The analysis and conclusions contained in this report are intended to highlight the risks associated with the diversion. The recommendations are intended to mitigate and manage the effects of the diversion and we urge the Mayor and Lottery distributors to implement them in full. The Committee will continue to take a keen interest in this issue and monitor the effects of the Lottery diversion as they become clearer. The fantastic opportunities offered by the 2012 Games should not be undermined by what appear to be quick and easy fixes to the inevitable funding pressures.

Summary of recommendations

The Committee recommends that each Lottery distributor publishes information stating how much and what proportion of their funding in each of the last three years has gone to community and voluntary groups with a turnover of less than £10,000 pa and set out a plan for protecting such groups after the diversion.

The Committee recommends that the Mayor works with other delivery partners to create a single 'London Cultural Olympiad funding pot' by the time of the start of the Cultural Olympiad in August 2008 which will provide a source of funding for small voluntary and community projects which want to participate in the 'third tier' of the Cultural Olympiad.

The Committee requests that by summer 2008 the Mayor makes available the Department of Health and Primary Care Trusts' implementation plan for the delivery of the sports participation legacy and the resources allocated to deliver it.

Endnotes

- 1 Pete Wishart MP Hansard Volume No. 470, part No. 31 (Commons debate 15/01/08).
- 2 These are The Big Lottery Fund, Arts Council England, Scottish Arts Council, Arts Council of Wales, Arts Council of Northern Ireland, UK Film Council, Scottish Screen, Sport England, Sport Scotland, Sports Council for Wales, Sports Council for Northern Ireland, UK Sport and the Heritage Lottery Fund.
- 3 In fact the diversion will be slightly more than proportionate because UK Sport, a distributor that gives funding to professional sport, is exempt from the diversion.
- 4 That is, Lottery distributors such as UK Sport and Sport England that support and promote sports-related activities.
- 5 The budget revisions announced in March 2007 increased the net cost of the Games to be met from public sector funding to £9,325 million, an increase of £5,289 million on the £3,298 million estimated at the time of the bid. The increase includes the addition of a £2,747 million contingency fund and a reduction in the estimated private sector contribution from £738 million to £165 million. The remainder of the required funding is provided by the Exchequer and the GLA (http://www.nao.org.uk/publications/nao_reports/06-07/0607612.pdf).
- 6 Written evidence submitted by the Mayor.
- 7 Quoted in the Times 16 January 2008, p22
- 8 Calculated using figures provided by the Department for Culture, Media and Sport http://www.culture.gov.uk/what_we_do/National_Lottery/
- 9 In a move that the Committee welcomes, however, the Government has promised that the amount raised for the Games through Olympic Lottery games will not exceed £750 million.
- 10 John Wittingdale MP Hansard volume No. 470, Part No. 31 (Commons debate 15/01/08).
- 11 Written evidence submitted by the London Borough of Havering.
- 12 <http://www.Lotterygoodcauses.org.uk/mediacentre/factitem.html?id=8>
- 13 Following the Community Sector Coalition, we mean by 'small' projects those belonging to an organisation with an annual turnover of £10,000 or less, or employing no permanent staff.
- 14 Written evidence submitted by Arts Council England.
- 15 Written evidence submitted by the Voluntary Arts Network.
- 16 Written evidence submitted by the Central Council of Physical Recreation.
- 17 This will of course mean that the amount available for other causes will be drastically reduced.
- 18 Transcript of EDCST Committee meeting, 4 December 2007.
- 19 Ibid.
- 20 'Cultural Update,' LOCOG, 2007 p12
- 21 For example, both the Big Lottery Fund and Arts Council England are donating money to Legacy Trust UK, a charitable trust fund established to support a range of cultural and sporting initiatives throughout the UK associated with the 2012 Games. Arts Council England are also taking a formal role in the cultural Olympiad by developing 'Artists Taking the Lead' project, a project to commission 12 artists to create pieces of work at 12 unique locations around the UK that featured in London's original bid.
- 22 Written evidence submitted by the Voluntary Arts Network.
- 23 Written evidence submitted by the Heritage Lottery Fund.
- 24 Written evidence submitted by the London Libraries Development Agency.
- 25 Robin Simpson, transcript of EDCST Committee meeting, 4 Dec 2007.

- 26 Ibid.
- 27 Ibid.
- 28 LOCOG Regional Delivery Plan – Objective 4.5.
- 29 http://www.sportengland.org/kitbag_costs_1q07.doc
- 30 See transcript of EDCST Committee meeting, 4 Dec 2007.
- 31 Andrew Hanson, Central Council of Physical Recreation, transcript of EDCST Committee meeting, 4 December 2007.
- 32 Mike Diaper, Sport England, transcript of EDCST Committee meeting, 4 December 2007.
- 33 Andrew Hanson, Central Council of Physical Recreation, transcript of EDCST Committee meeting, 4 December 2007.
- 34 Ibid.
- 35 ‘Delivery Plan for Sub-Objective 4.5, London 2012 Regional Delivery Plan’ LOCOG Coordination Working Group.
- 36 ‘Five Legacy Commitments,’ the Mayor of London, 2008
- 37 Details available at http://www.culture.gov.uk/Reference_library/Publications/archive_2007/dcsmOU_07.htm
- 38 i.e. 75% of the £186 million that would be left over from proceeds of £836 million after the LDA has taken the first £650 million.
- 39 The most optimistic estimate is based on annual land price increases of 20%, which is the average for the last 20 years. Such increases would yield a total revenue of £3 billion but, since any surplus over £1.8 billion is not dealt with in the Memorandum of Understanding and technically belongs to the LDA, the additional revenue is unlikely to carry any further implications for the Lottery.
- 40 Quoted in the Times 16th January 2008, p22.
- 41 Written evidence submitted by Wandsworth Council.
- 42 Culture, Media and Sport Select Committee meeting 29/01/08. It is not known exactly how gradual; Tessa Jowell and the LDA stress that its projections are estimates only and that the timeframe for the actual sale of land will be decided at the time, so may be more or less rapid than their figures imply.

Appendix A:

LDA Olympic Funding

London Development Agency (LDA) Olympic Funding¹

| | | | | | | | |
|---|---------|-------|-------|-------|-------|-------|-------|
| 1 Year | 2003-05 | 05/06 | 06/07 | 07/08 | 08/09 | 09/10 | 10/11 |
| 2 Capital Receipts (£m) | 0.0 | 0.0 | 35.8 | 0.0 | 34.5 | 0.0 | 11.9 |
| 3 Cumulative Capital Receipts (£m) | | 0.0 | 35.8 | 35.8 | 70.3 | 70.3 | 88.2 |

| | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|
| 1 Year | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 | 17/18 |
| 2 Capital Receipts (£m) | 12.6 | 55.3 | 89.1 | 48.8 | 36.5 | 54.0 | 49.9 |
| 3 Cumulative Capital Receipts (£m) | 94.8 | 150.1 | 239.2 | 288 | 324.5 | 378.5 | 428.4 |

| | | | | | | | |
|---|-------|-------|-------|-------|-------|--|--------------|
| 1 Year | 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | | Total |
| 2 Capital Receipts (£m) | 53.4 | 57.2 | 61.1 | 58.2 | 13.7 | | 672.0 |
| 3 Cumulative Capital Receipts (£m) | 481.8 | 539 | 600.1 | 658.3 | 672 | | 672 |

This table shows the LDA's planned capital receipts from the sale of Olympic land for the years 2003-23. The figures in row 2 show the amount that the LDA expects to receive from Olympic land sales in each of the financial years to 2022/23. The figures are based on two estimates: of the timeframe over which the land sales will take place and of the value of the land when sold. Row 3 uses these estimates to show the cumulative total of the proceeds from land sales up to 2022/23. It is clear that if the LDA's two estimates prove accurate, it will be 2021/22 before the LDA's claim to the first £650 million raised has been met and thus until repayments to the Lottery can commence. The LDA has not provided figures for years beyond 2022/23 at which point £672 million will have been raised, according to LDA estimates. This means that we do not have estimates for the timeframe over which the outstanding money will be raised.

¹ Based on figures provided by the London Development Agency to the Budget Committee. See <http://www.london.gov.uk/assembly/budgmtgs/2008/jan29/agenda.jsp> (Item 4, appendix 6, p35).

Appendix B:

Principles of London Assembly Scrutiny

An aim for action

An Assembly scrutiny is not an end in itself. It aims for action to achieve improvement.

Independence

An Assembly scrutiny is conducted with objectivity; nothing should be done that could impair the independence of the process.

Holding the Mayor to account

The Assembly rigorously examines all aspects of the Mayor's strategies.

Inclusiveness

An Assembly scrutiny consults widely, having regard to issues of timeliness and cost.

Constructiveness

The Assembly conducts its scrutinies and investigations in a positive manner, recognising the need to work with stakeholders and the Mayor to achieve improvement.

Value for money

When conducting a scrutiny the Assembly is conscious of the need to spend public money effectively.

Appendix C:

Orders And Translations

How to Order

For further information on this report or for a copy, please contact Laura Warren, Scrutiny Manager, on 020 7983 4507 email at laura.warren@london.gov.uk

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Chinese

如您需要这份文件的简介的翻译本，
请电话联系或按上面所提供的邮寄地址或
Email 与我们联系。

Hindi

यदि आपको इस दस्तावेज का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফো করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا مذکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

Arabic

الوصول على ملخص لهذا المستند بلغتك،
فرجاء الاتصال برقم الهاتف أو الاتصال على
العنوان البريدي أو عنوان البريد
الإلكتروني أعلاه.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જોઈતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઈ-મેઇલ સરનામા પર અમારો સંપર્ક કરો.

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