

**Written evidence received for the Economic Development,  
Culture, Sport and Tourism Committee's investigation**

# **Legacy United? The Legacy of London's Olympic Venues**

**September 2010**

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# EAST LONDON BUSINESS ALLIANCE

25 May 2010

Paper for:

Dee Doocey at the  
London Assembly,  
Economic  
Development, Culture,  
Sport and Tourism  
Committee



## Legacy of the Olympic Park Venues ELBA Response to the London Assembly

By Peter Welton

### Background: ELBA's role.

The hundred or so big businesses that are the East London Business Alliance have been supporting the regeneration of East London for twenty years. Each year ELBA fields around 8,500 private sector volunteers to support 500 community partners offering pro-bono legal advice, mentoring and business support.

When London won the bid to host the Games in 2005, ELBA celebrated the win as an opportunity to make a step-change in the regeneration of East London. In the way that the development of Canary Wharf has helped to move London to the East, a successful

regeneration of Stratford appeared to offer a way to build on this, and open up new opportunities down the Lee Valley and out towards the Thames Gateway.

We also formed the view that a positive human legacy was crucial. As well as taking an interest in the physical and economic agenda we also developed projects around youth and sport and culture and the arts. Working with the Olympic Lottery Distributor we are ramping up some of these projects as the Games approach. Our companies have supported the CREATE festival and we are proud to announce headline sponsorship by Deutsche Bank going forward.

### Our view: How can we ensure that the development of the Olympic Park venues produces significant social and economic benefits for local communities?

In a response to the Single Regeneration Framework produced by the Five Host Boroughs we noted that the potential impact of the Stratford/Olympic regeneration is London wide. If, for example, the Media Centre became a new hub for creative and digital media the impact might look similar to that felt by West London as a consequence of hosting the BBC.

The transport infrastructure improvements speeded up to deliver the Games, are key. Professor Holger Preuss of Mainz University reminded us that the significant economic opportunity is for the world to notice this new infrastructure, and for it to attract inward investment.

But it is also holds true that this improvement means that local people have greater access to the rest of London and the South East. Rather than concentrating on a “single crop” economy in East London - the opportunity is to have the local workforce more mobile.

**Our view: What lessons can be learned from previous major regeneration projects, including stadium and event-led regeneration, about how to maximise the benefits for local communities?**

Olympics, the Dome and Battersea demonstrate that buildings that need to be converted from one use to another are a blight for so long as the hiatus between one use and the next persists. It has been our view that the earlier you find alternative uses the better.

We welcome the Olympic Park Legacy Company. The private sector has previously found it very hard to know who to deal with. The experience of the development of Canary Wharf suggests the necessary role of a bull-dozer agency with clear budgets, remit and decision-making power. We would wish to see OPLC fulfil that role.



Be bold. The Orbit is terrific. It is the first thing we have seen with a positive legacy plan and will act as a catalyst.



To reduce the stadium in scale (to take it down in the eyes of the media) would convey the impression that London had completely removed this infrastructure post Games.

One reason we originally had hope for the Media Centre was because of the involvement of a developer with a long term interest. At one time we put 32 companies in the room with the Media Centre developer at a watershed meeting at GMTV on the South Bank. The companies understood the self-interest of the developer and knew who to go to. When the ODA removed that developer they removed the legacy driver and the momentum stalled.

We noted that West Ham was making positive noises years ago. Yet pledges made to the IOC seemed to trump the interests of commercial viability. This made no sense to us. But it did teach us that those incentivised to build for the Games have no reliable interest in the sort of proactive approach needed to shorten the predictable hiatus.

We therefore welcomed Tom Russell and hoped for a clear lead. The Legacy Masterplanning Framework, whilst too prescriptive and fine-grained, did at least paint a picture of the legacy potential of the Olympic Park and we noted that companies responded well to it.

But then Tom Russell and Gareth Blacker left the stage while new arrangements were made to establish

the Olympic Park Legacy Company. We very much welcome the OPLC and hope it will prove the go-to agency.

**Our view: How should the future development of the Olympic venues and surrounding area be funded?**

The Olympic Park needs a serious budget for its transformation. This is not a simple property play, where receipts from the sale of land here can subsidise remediation there. The park inherits facilities that need conversion. In particular the Media Centre. We were concerned that the building was being constructed with no serious regard to post-Games use. We argued that investing £350m in a building that would need to be taken down was a waste of that money. Instead of seeing the IBC as an infrastructure investment it was seen as an unavoidable white elephant. Therefore, instead of investing in it, the cheapest possible design was commissioned without particular regard to the problem that would be inherited by the OPLC.

This has led to an even greater risk. To dismantle the IBC will convey the impression that the infrastructure has been removed.

To return to our fundamental point - that the world needs to get the

# Make sure everyone knows who is in charge

message that investment in new infrastructure is helping London to reinvent itself out East. This new infrastructure makes East London a remarkably good place to live, work, play and study. Anything that undermines this message is best avoided. The IBC is a big threat to that message. Even more so: the Main Stadium with its iconic status. To reduce the stadium in scale (to take it down in the eyes of the media) would convey the impression that London had completely removed this infrastructure post Games.

## **Our view: What targets should be set to ensure local people and businesses can take advantage of employment and other opportunities on the Olympic Park after 2012?**

We have promoted East London Business Place as a very simple model to help local procurement.

We suggest that the OPLC could adopt East London Business Place in the same manner that Canary Wharf pioneered the model: asking those coming in to invest, design, build, run or use the Park to turn first to ELBP to see if local firms are available and capable of picking up sub-contracts. Without this intervention, companies tend to go to their traditional supply chains. With a little hand-holding they can be encouraged to look locally for all the right reasons.

Training facilities in place for the ODA work force could be maintained, if the market is still there for the skills.

## **Our View: How should the lessons of previous regeneration projects inform the decisions being made by the Olympic Park Legacy Company about the legacy of the Olympic Stadium, Media Centre and other venues.**

Use the Games to convey the message about the ten year leap ahead of local infrastructure.

Do not be afraid to say that the main focus of this benefit is East London. It is here that the infrastructure improvements are most evident.

Hurry. Every minute pre-Games matters in terms of shortening the hiatus.

Be clear. Make sure everyone knows who is in charge.

Be pro-active on the Media Centre. Our experience is that media companies will want the security of knowing that others are going to go in with them. Without a collective approach, the anchor tenant approach may falter.

Use your allies. There are powerful friends out there who can help, if asked.

Create a vision. People can only do what they can imagine.

Be bold. The Orbit is terrific. It is the first thing we have seen with a positive legacy plan and will act as a catalyst.



Create a vision.  
People can only do what they can imagine.



## London Development Agency

The London Development Agency also submitted their report entitled *"Past Olympic Cities and Their Legacy: Carrying on the olympic spirit"*, 2007. If you wish to view this document please contact Richard Berry at the Greater London Authority on 020 7983 4199



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3<sup>rd</sup> June 2010

Dear Richard

### **London Assembly investigation of the Legacy of the Olympic Park Venues**

Further to Dee Doocey's letter to Sir Harvey McGrath of 26<sup>th</sup> April 2010, I am pleased to submit the LDA's written views to the investigation which the London Assembly's Economic Development, Culture, Sport and Tourism Committee is carrying out.

I understand that this investigation will focus mainly on the Olympic Stadium and media centre, and I have set out below responses to the key questions which you posed in your letter. In addition to these specific points, there are a few wider issues common to all venues which I suggest could be usefully referenced by your investigation.

The areas immediately around the Olympic Park – the 'Olympic Fringe' – will play critical role in delivering the regeneration of the surrounding communities through Olympic and Legacy investment. Today these areas act as a barrier between the Olympic Park and the surrounding communities due to physical severances created by impermeable rail, road and utility corridors, and by swathes of derelict or underused land. The detrimental impact of these conditions on the potential for long term socio-economic regeneration generated by sites of major investment can be clearly seen to the north of Canary Wharf. However, with the right strategies and investment in place, the Olympic Fringe areas offer tremendous opportunity to build strong integration between the surrounding communities and the opportunities and amenities in the Olympic Park, and help ensure the Legacy commitments are delivered. This approach underpins the LDA's commitment to the Olympic Fringe areas, through strategic capital investments and coordination of long term masterplans and strategies.

The leisure and recreational value of the Olympic venues and the Olympic Park potentially benefit greatly from their location within the wider Lea Valley Regional Park. The Olympic Park will form a key 'node' within a network of leisure, recreational and sporting facilities extending for 26 miles from the Thames to Hertfordshire. Within a couple of miles of the Olympic Park there are facilities such as ice skating, horse riding, golf, football pitches, a diversity of parks and landscapes, a continuous DDA-compliant

route alongside the waterways which connects the Thames to the Olympic park and beyond. All of these facilities complement and do not duplicate the legacy venues and landscapes in the Olympic Park. Therefore seen together there is the potential for the Lea Valley, centered on the Olympic Park, to offer London's greatest concentration of leisure, recreational and sporting facilities to local residents, Londoners and international visitors. This vision should be supported and promoted through coordination between the OPLC and the Lea Valley Regional Park Authority, with other key land owners such as LB Hackney and LTGDC.

*How can we ensure that the development of the Olympic Park venues produces significant social and economic benefits for local communities?*

The OPLC is primarily responsible for the development of the Olympic Park and venues, and consequently it is very important that the socio-economic agenda is given prominence within the OPLC. It needs to develop an employment, skills and business strategy (like the ODA have done, and LOCOG are doing) setting out its strategy, targets, and planned approach. It needs to adopt a "lead role" in facilitating job and business opportunities for local people, albeit the Five Host Boroughs are primarily responsible for the socio-economic legacy through the Strategic Regeneration Framework.

Some of the lessons that the LDA have learnt from our experience of working with ODA\LOCOG could be usefully applied by OPLC in the Olympic Legacy, as follows:

1. Ensure that the procurement of developers and contractors clearly sets out the requirements and expectations around local employment and business opportunities.
2. Leverage the relationships that have been built up around the Olympic project, involving the 5HB's, LDA, SFA, JCP, and private sector, and develop cross stakeholder liaison groups.
3. Work with contractors and local boroughs to forecast labour requirements, ensure appropriate training for local people, engagement with local communities, and a cohesive job brokerage service.
4. Use CompeteFor for procurement opportunities, leveraging the supplier and buyer engagement: facilitate activities such as "meet the buyer". Explore use of social enterprises to run facilities on the Park. Take advantage of the construction training facilities developed locally to the Olympic Park.
5. Utilise volunteering legacy from the Games to assist in stewarding events on the Park.

*How should the future development of the Olympic venues and surrounding area be funded?*

It is proposed OPLC will take forward the LDA's responsibilities for legacy development and funding, including the need to secure the timely development by engaging with

developers and other parties to secure funding and investment into the area, in order to create a thriving community.

OPLC will initially be focusing on:

- preparing plans for Olympic Park legacy for the sustainable long-term use of permanent venues and the phased regeneration of sites used for temporary facilities;
- securing statutory planning and other consents for future legacy development;
- managing the Olympic Park site itself and the interface with third party land owners, including statutory undertakers and other public bodies;
- liaising with all partners and with the LDA as client to optimise the wider regeneration impact; and
- working with partners to contribute to the long term economic growth and prosperity of the Olympic Park and surrounding areas.

*What targets should be set to ensure local people and businesses can take advantage of employment and other opportunities on the Olympic Park after 2012?*

This is clearly the role of the OPLC to develop; as stated in the background document, previous work has estimated that 10-12,000 job opportunities would be provided on the Olympic Park. I would recommend that OPCL adopt a similar approach to that take by ODA and LOCOG, who have established targets in areas such as:

- % of local people employed
- % of people from other parts of London employed
- % previously workless
- Targets around diversity
- No. of business opportunities in the contractor supply chains.
- No. of apprentices per £m of investment.

There will need to be clarity around reporting arrangements for monitoring and governance.

Of course, it's not just the venues where there will be job opportunities. The build out of the developments and infrastructure across the Park will provide opportunities, and in the long term there will be permanent jobs available – most notably in the media centre, and also in the new schools, and other local facilities. It's also worth noting that it's important to link into developments in surrounding areas, eg, Westfield and fringe to ensure a "joined up approach" to community engagement and resourcing.

*What lessons can be learnt from previous major regeneration projects, including stadium- and event-led regeneration, about how to maximise the benefits for local communities?*

*How should the lessons of previous regeneration projects inform the decisions being made by OPLC about the legacy of the Olympic Stadium, Media Centre and other venues?*

This is not an area on which the LDA currently has significant expertise, however I




attach a copy of some research on the successes and failures of the legacy of recent Olympic Games which EDAW prepared for the LDA in 2007 and may be of value for the investigation. Previous Olympic Games which stood out as having particular lessons for London's Olympic Legacy include:

- Munich Olympics, 1972. The success of the Olympic Park as a place which annually attracts 5 million tourists and hosts hundreds of events, and as a much loved local park well-used by local residents. The quality of the design, and the exceptional integration of the venues with the park spaces has created a unique site with an enduring sense of quality. The use of private funds within the funding arrangements has proved to be a successful strategy.
- Barcelona Olympics, 1992. The success of this Olympics as a catalyst for the regeneration of the city is well known, and provides a useful benchmark for London's ambitions to deliver a lasting transformation of the urban infrastructure of the Lower Lea Valley. In addition to delivering a series of projects reconnecting Barcelona to the sea and a new transport infrastructure, as a result of the urban renewal resulting from the Olympics 20,000 new permanent jobs were created in the city.

In addition to the above information you may also find it useful to refer to the bi-annual Assembly reports that the LDA provides to the London Assembly's Economic Development, Culture, Sport and Tourism Committee. These list the socio-economic activities which the LDA covers and progress to date - the next one will be published in June 2010.

Thank you for the invitation to attend a formal meeting with stakeholders on the 20<sup>th</sup> July – I am afraid I am unable to attend.  
Yours sincerely



Peter Bishop

cc. Harvey McGrath  
Peter Rogers

**GLA Scrutiny Committee inquiry into “The Olympic Venues after the Games”**



**Submission from London Borough of Newham**

**Key Points**

- The scale of regeneration in Newham as a whole is tremendous, and represents a one off opportunity to change the prospects of East London and the life chances of our residents.
- We welcome the investment that has come to the borough through the Olympic and Paralympic Games, and the commitment from both the new coalition Government and the London Mayor to deliver a lasting legacy for East London.
- It is crucial to define what we mean by “legacy”, a term which is freely used in relation to 2012 but which requires clarification of objectives and a clear delivery plan with timescales. For us, legacy means achieving convergence; that is, closing the gap between East London and the rest of the capital in terms of quality of life for our residents within the next 20 years.
- Convergence means moving East London towards being a net contributor to the UK economy. We hope the new Government will endorse the principle of Convergence, following the lead of the London Mayor and the previous Government in the signing of the Multi Area Agreement between the five host boroughs.
- We believe that the Olympic venues play an essential part in the regeneration of Newham. Although we recognise that this inquiry is solely around the use of the venues on the Olympic parklands, it should be noted that the venues must be seen in the context of the rest of the Olympic development, and indeed the other regeneration projects taking place in Newham and the host boroughs.
- Of particular importance is a need to "knit together" the various planning documents (e.g. London Plan, GLA Olympic Legacy Strategic Planning Guidance, Local Development Framework, Olympic park Legacy Masterplan and the Newham Council led joined-up Metropolitan Stratford Masterplan) in order to arrive at a sensible planning policy for developments in the area.
- Creating a sense of ‘place’ in the parklands includes making a success not just of the venues, but also of the athlete’s village development, the public realm in and around the parklands, connectivity to the park, and services within it, employment opportunities for residents, and the crucial transition between Games and legacy.

- The venues have a massive public profile, and successful venues will be essential to building momentum and positive promotion of East London's regeneration.
- It is the residents of the five host boroughs who will inherit these venues after the Olympic Games have left town in 2012. We have built a constructive and positive relationship with the Olympic Park Legacy Company and value its engagement so far with the boroughs. We hope this will continue and that we will be fully involved at all levels of decision-making on the future of the venues.
- Our overall ambition is that each of the venues – including the stadium and the Media Centre – all have a viable community legacy use. This means:
  - Facilities that are designed and fit for purpose for our residents use
  - Accessibility – physical access for all residents, but also the management of the facilities being operated in an inclusive, welcoming manner that reflects the diversity and needs of our community
  - Pricing that is consistent with local leisure facilities
  - Programming that reflects community needs
- There is an integral relationship between the physical construction (e.g. stadium construction), facility management (e.g. procurement of the operator for the aquatics centre) and sports development (e.g. developing BMX through a 5 Borough cycling framework). It is crucial that we focus on these elements together, and have set out some of our issues in these 3 areas below.

#### Physical Development

- To date the highest profile has been on the “physical” development, through the ODA's work. We are pleased that the construction appears to be delivering the project to the challenging timescales set
- Our concerns are whether the legacy venues will be fit for purpose after the Games. We have recently raised concerns through the planning process over the extent and quality of the parklands transformation, and we believe that for some venues, especially the aquatics centre, there have been some missed opportunities for creating a facility with wide appeal (e.g. exclusion of a flumes and slides pool)
- It is vital that potential budget cuts, or the pressing needs of the Games themselves, do not put at risk legacy transformation budgets, and the long term success of the Olympic Park.

## Facility Management

- Our overall ambition is that each of the venues has a viable community legacy use. In all, this means venues designed and fit for purpose for our residents.
- There is a need to ensure that the Olympic Park venues are managed coherently, and is integrated into the surrounding communities. We have been concerned over the level of integration, but are encouraged by the thinking emerging from the OPLC on this issue, including:
  - Clarification of the roles of the OPLC and LVRPA in managing venues in the Park
  - Dialogue over integration with the surrounding venues
  - Collaborative development of venue management specifications, to ensure we maximise the potential for community use, while not duplicating provision or creating a confused sports facility landscape for residents.
- Key to the next stage of this work will be involvement in:
  - Aligning Procurement and contracting models
  - Ensuring venue pricing & programming is consistent with local leisure facilities
  - Accessibility – physical access for all residents, but also the management of the facilities being operated in an inclusive, welcoming manner that reflects the diversity and needs of our community
- It will also be absolutely crucial that the parklands are marketed effectively to private investors and developers.

## Sports Development

- We believe it is critical that there is a joined up and coherent approach to developing the seven permanent Olympic park sports ahead of the venues opening in 2013. Along with other Host Borough partners, we have taken the lead on the sports development through agreeing work with 7 sports who have a permanent presence in the legacy venues as part of our Strategic Regeneration Framework. We have established strong partnerships with the relevant sports bodies and regional and national level, as well as the Olympic Park venue owners (OPLC and LVRPA).

- The Frameworks focus on generating higher levels of participation among residents, and a higher level of clubs, coaching and volunteering capacity.
- They form the basis for joined up programmes and priorities in the pre-legacy phase, and should ensure use of venues for the local community from day one of the venues opening.
- Tackling worklessness is our top priority for achieving convergence. The venues offer some potential to tackling worklessness, and we must ensure that venue use and management maximises the job and training opportunities for our residents. For example, our proposals for the stadium include a “technical” school for 14-19 year old focused on the sports industry.

#### Early Access to Venues

- It is vital that the venues will be accessible to local communities as soon as possible. This is vitally important to the success of the Park and the place as a whole. We know there will be lag time; for example, in retrofitting the Aquatics Centre to reduce seating capacity. However, the perception that the Park will become another building site in the months immediately after the Games endangers Legacy. We would like to see:
  - Maximum community access to test events and community events pre Games.
  - Incentives for residents to gain Games time access
  - A c.4 week period immediately post games where the community can access the Olympic Park for community celebrations.
  - Early access to venues. There must be some areas of the Park which are accessible and useable to the public immediately after the closing ceremony, in order to encourage a sense of continuity; and engender faith that something positive has been achieved.

#### Stadium

- We welcome the fact that the OPLC have started a genuinely open process to identify effective legacy uses of the stadium. This is a vital step, as it opens up the opportunity for exploring a range of potential legacy uses.
- We believe that an expression of interest for a c.60,000 seat stadium made by West Ham United and Newham Council offers an innovative, cost effective legacy which meets the 2012 Bid Commitments. Our proposals would attract c.2 million visits to the stadium every year to attend athletics, football and other events, as well as provide education and vocational training in the sports industry.



- Whatever option is chosen for the stadium legacy, we believe that the transformation costs will be substantial, and must be fully costed ahead of decisions being made. This includes the current option of a 25,000 seat athletics stadium. We are confident that our alternative c.60,000 seat multi-sport proposal will offer greater value for money in the long term.
- We foresee that the stadium will be an integral part of the overall Olympic Park. Of particular relevance is how the stadium and ORBIT are closely aligned in terms of the facilities they offer and marketing.
- We ask that the recurring uncertainty over the inclusion of a 2<sup>nd</sup> “warm up” / Community athletics track in the Olympic Park is resolved immediately. Our proposals to relocate our successful Newham Athletics Network to the Olympic Park provide day-to-day use which would support the less frequent major athletics competitions. We were surprised that the “warm up” track was not included as part of the Bid’s athletics legacy or original ODA plans, and believe London 2012 should reconsider its investment and priority for this facility.

#### Media Centre

- The Media Centre is located in the London Borough of Hackney, and we support Hackney’s aspirations for the media centre. A successful Media Centre that supports the regeneration of the Stratford Area, and meets London Borough of Hackney aspirations for long term use is essential. We advocate that OPLC take a similar open approach to the media centre legacy to they have recently instigated for the stadium

#### **Summary of Recommendations**

- A viable legacy use is delivered for the stadium, addressing the need for an anchor tenant, a warm up track for athletics events and day-to-day vibrant use. We believe the joint West Ham United / Newham Council proposals for a 60,000 seat athletics and football venue can achieve this, but recommend that the Committee note that the current design will require significant transformation work
- Greater role for Newham and other host Boroughs over venue use, including integration of venue management so it integrates into the local community rather than sits apart from it
- Recognition, and financial support, from the GLA for the 7 Sports Frameworks, which will generate increased participation among local residents, as well as demand for the legacy venues
- Recognition of the importance of gaining early access to venues during the build up to the Games, the potential for a celebration event immediately after





### **Olympic Stadium – West Ham United and Newham Council**

The 2012 London Games promise to be the best Olympics and Paralympics ever. West Ham United and Newham Council will help guarantee it delivers the greatest legacy.

We will create a stadium that captures the heart and spirit of the Games for decades to come; a vibrant centre of sport, culture and education that will optimise the return on the considerable investment in the stadium and enhance the value of the Olympic Park as a whole.

We will leave the stadium largely as it is and retain its iconic look and feel. However, we will make it even better.

The stadium would host top-class football, athletics, cricket and concerts, as well as a range of facilities for the local community. It will attract around two million visitors a year and, most importantly, not require any ongoing public subsidy. We would envisage taking over the stadium at the start of the 2014/15 football season.

### **Our stadium would feature:**

- **Football and a running track for athletics (fulfilling the commitments made in London's original bid to the International Olympic Committee)**
- **A 60,000 capacity**
- **Better seating**
- **More hospitality and customer facilities inside the venue**
- **An extended/new roof to cover all seating**

Our plan is the ideal answer for those who, rightly, demand a sustainable legacy from the 2012 Games and not a white elephant.

Many key people and organisations have welcomed our bid, including UK Athletics, Essex Cricket, Westfield, the Canary Wharf Group and the University of East London.

### **The natural and logical solution**

Open all year round, the stadium will inspire learning and achievement and help build a better quality of life for tens of thousands. It can also host many great sporting moments along the way.

West Ham United and Newham are well placed to make this happen. As two of the most established and community focused organisations in the area, we have the knowledge, experience, desire and ability to bring all the necessary ingredients together and secure a viable long-term use for the stadium. It's the natural and logical solution.

We have the passion and determination to make it succeed. Being at the heart of all things East London and, in particular, the ambition to make it a better place in which to live and work, equal to the rest of the capital in terms of living standards and quality of life, we want to maximise the legacy of the Olympics for future generations.

### **Football key to sustainable legacy**

Much emphasis is being placed on the draw and inspiration of the 2012 Games. The so-called "magic dust" that is key to securing the social and commercial benefits associated with hosting an Olympic and Paralympic Games.

Some of this "dust" will be retained once the 2012 Games athletes have gone home, especially around the Legacy Park. However, we believe a lot of the aura of the Games will be lost if the stadium is downsized to a 25,000-seater venue with limited use.

Football can change this. It is consistently the most popular sport in the UK with huge pulling power. Once the Stadium is adapted to accommodate football as well as athletics, along with other top sports such as cricket (in partnership with Essex Cricket) and rugby, there will be a mountain of "magic dust".

As a venue for sport, the West Ham United and Newham-run stadium will feature something for everyone. The stadium will be the home of British sport; a centre of excellence where those responsible for running and developing a whole range of sports, large and small, come together – not only to support and nurture the elite, and to advance sports science and medicine, but to join forces and promote sport and physical activity for all.

However, it is the draw of regular top-flight football through West Ham United that will ultimately make the stadium – and all that goes with it - viable.

With a 60,000 capacity – the optimum figure if the stadium is to host major events such as World Athletics Championships, World Cup Rugby and the 2018/22 Football

World Cup – West Ham United games alone would attract up to 1.5 million spectators a year.

West Ham United has one of the largest and most loyal fan bases in football. However, many supporters are unable to get seats at the club's existing Upton Park stadium, either because it is nearly always full or the limited pricing structure (because of the stadium's smaller size) makes it too expensive.

These will not be issues at the Olympic Stadium in Stratford. The bigger capacity will enable the club to introduce a much greater range of prices and open football up to a wider audience – especially local people, many of whom simply cannot afford the current cost of football and would be offered discounted tickets. There is also clear evidence to suggest a new stadium in itself increases attendances.

The stadium's superb transport connections will also play a big part in drawing in more spectators. By retaining the architecture of the stadium and opportunities to tour will make it a major attraction for non-match-day spectators as a day visit destination. This will be lost in a scaled down 25,000-seat stadium.

A retained stadium will reflect the heritage of the 2012 Games, alongside the other attractions in the Olympic Park, including the recently announced Orbit, iconic aquatics centre and shopping offer at the neighbouring Stratford City. The offer will not just be football but a complete day out. It will be integrally marketed as a destination with other Park venues (e.g. through ticket packages).

### **Social and economic benefits for the local area**

West Ham United's presence will provide a solid platform for everything else at the stadium. It provides a critical mass of regular events that generate revenue and use.

The club's high profile and pulling power would create excellent opportunities to showcase and increase attendances for the other featured sports. It could help boost numbers considerably, particularly for athletics. Discounted tickets could be offered to regular football supporters, including corporate customers.

But more significantly, the occupancy will generate a number of major social and economic benefits for the local area – and not just in the immediate vicinity of the Olympic Park.

The London Borough of Newham's vision is for Newham to be a place where people want to live, work and stay. Our proposals for the stadium will contribute significantly to that vision and the objectives the borough wants to achieve from the 2012 Games – namely, the regeneration benefits and the opportunity to change people's lives. At the heart of our vision for Newham is economic convergence over the next 20 years – closing the gap between east London and the rest of the capital in terms of the quality of life of our residents, with Newham becoming a net contributor to the UK economy. The London Mayor's replacement London Plan cited



East London as the single most important regeneration priority in the capital for the next 25 years.<sup>1</sup>

The proposals will enhance the physical regeneration value of the Olympic Park, bringing regular event use and, importantly, a strong day-to-day flow of people studying and taking part in sport at the stadium.

A busy Olympic Stadium means employment opportunities for local people. West Ham United is already a significant employer of local people. Of the 990 matchday hospitality and safety staff at Upton Park, 50 per cent are from the Newham and surrounding area. It's expected that number would increase considerably at the Olympic Stadium and the club would work with the council to ensure local residents have access to the additional jobs.

There have been a number of ideas suggested for educational uses of the stadium in recent years. Our proposals place education as a crucial element of the stadium legacy, with a commitment to investigate university, Skills Academy, vocational and school education within the stadium.

At the heart of this ambition is our plan to create a studio school within the stadium. This proposal is supported by Government and agreed by Newham to be an essential ingredient to the future of 14-19 year old educational attainment in the borough.

There have, over recent years, been frequent discussions of the need to ensure a practical and sustainable provision for education and training built into the stadium and its immediate surrounding facilities, ensuring maximum benefit is gained from these facilities. Such provision would capitalise on the momentum and enthusiasm generated by the Olympics and Paralympics to ensure these have a lasting, transformational impact on the lives and prospects of young people in Newham, the Host Boroughs and wider region.

The specific proposals which our partnership has explored and agreed in principle include:

- A Studio School or Technical School for 300 14-19 learners, delivering education and training focused upon the opportunities and requirements of the sports and active leisure sector. This would be actively engaged in the wider Newham 14-19 Partnership delivery of the Sports and Active Leisure Diploma, whilst also offering other education and training pathways, particularly pathways with an emphasis upon enterprise education.
- A larger, Further Education Skills and Enterprise campus developed and operated by Newham College of Further Education, which would also include the Studio School, building upon NCFE's development of an Enterprise Studio School. Such a campus would also provide much-needed education and training opportunities

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<sup>1</sup> Draft Replacement London Plan, Mayor of London, p.33 (2009)

for other key sectors, including retail and business, hospitality, travel and tourism and public services – aimed not just at 14-19s but adults and employers as well.

This provision would be highly innovative and responsive to the commercial, public sector and community demands of the future. The campus would total some 15,000 square metres, employing hundreds of staff and providing for 4,000 learners per annum. Clearly, it wouldn't all fit at the stadium but NCFE would like to explore this further in the context of the wider Olympic Park.

- The University of East London's proposals (outlined in a separate expression of interest) with even wider-ranging arrangements to maximise the benefits and impact of the stadium, its surrounding facilities and the national and international roles such facilities could so easily play.

These three proposals are entirely complementary, are underpinned by the same key principles of development and delivery and could perfectly well sit within one another. Each meets the key challenges listed above; each sits perfectly with other local innovations in education and training, enterprise and employment initiatives, enrichment of youth opportunities and action to ensure the rapid regeneration programmes transforming Newham raise both the aspirations and the ability of local residents to participate in and directly benefit from the changes which surround them.

If combined with an on-site employment training scheme similar to the one set up with Westfield at Stratford City, this would provide a clear pathway to work for young people. In addition, West Ham United already hosts a "Playing for Success Centre" which would move to the Olympic Stadium.

The Bid commitment to deliver a regeneration legacy for the East End of London is not limited to the Olympic Park. The relocation of the West Ham United from Upton Park would be a key contribution to wider regeneration in an economically deprived area of Newham.

Relocation of West Ham United to the Olympic Stadium offers:

- The overall proposition gives a double benefit for regeneration of the area. It will not just ensure a viable legacy for the Olympic Stadium, but enable West Ham's current stadium to form part of a comprehensive regeneration scheme for the Green Street and Upton park area, including the development of substantial new homes, shops and community facilities.
- A vast improvement to the visitor experience compared to the Boleyn Ground, Upton Park, which is relatively inaccessible by public transport. The Olympic Stadium will be an example of best practice in public transport infrastructure. Benefits include:
  - more spectators using public transport – enhancing modal shift to sustainable forms of transport
  - reduced traffic congestion on local roads, including big net impact on local traffic from comparing Upton Park to Olympic Stadium.

- match day parking issues around residential neighbourhood removed
- reduced impact on Upton Park underground station infrastructure, and better legacy use of transport infrastructure around the stadium

We believe football use at the stadium is consistent with the original vision for the Olympic Park, and will complement rather than threaten the development of new communities in the Olympic Park. The opportunity to plan development of housing, parklands and community facilities offers the chance to avoid the pitfalls of stadia in urban settings, creating safe routes for spectators which minimize the impacts on the local community and visitors for non event purposes.

Positive discussions have been held with Westfield about football use at the Olympic Stadium. We would work closely with Westfield, OPLC, Metropolitan Police and others to manage peak football spectator flows and agree operations and communications protocols. Westfield could be included as a member of the Safety Advisory Group.

Our proposals will help us provide a socio-economic legacy. Newham's Sustainable Community Strategy is about the convergence of a range of key national indicators to at least the London average by getting people into jobs, more active, healthier and better educated. The proposals will help us deliver this strategy, through the vibrant use of the stadium, and of the Upton Park site, and opportunities that relocating partners bring.

Newham and West Ham are committed to working together to ensure a strong stadium legacy, including:

- Community education:
  - Delivery of the previously announced Studio School focused on Sport and Leisure, and the relocation of the existing West Ham Playing for Success Centre
  - UEL proposals, as contained in their expression of interest
  - A diverse range of innovative further education provision integrated with employability and enterprise services, led by Newham College of Further Education. This Skills and Enterprise campus will also provide facilities for adult community education through the college's existing arrangements with Newham Council's Community Education Service
- Sport, through continuing and extending community sport programmes, mass participation events (e.g. Newham London Run) and working in collaboration with Newham, other boroughs and the likes of Essex Cricket on a wide range of sports
- Potential for widening the Newham cultural offer, such as the CREATE Festival, arts development activities for local residents, concerts in the stadium and major community music events. The stadium could also provide

rehearsal facilities for local groups including the Theatre Royal and East London Dance

- Direct benefits to the business community and the residents of the immediate locality and beyond. It will unite this part of East London, acting as a focal point and identity
- Health improvement. Potentially developing the stadium as a centre of excellence for sports and exercise medicine. The NHS is also developing a health “polysystem” in Stratford, centred on the Olympic Polyclinic, but with community spokes across the area. The stadium, through its ability to attract local people, could play an active role in this and facilitate some service delivery – significantly scaling up health improvement programmes

In summary, we believe our proposals deliver:

- A vibrant stadium with c.2 million football, athletics and day-to-day educational visits, accessed by a wide range of sports spectators, competitors and participants, as well as those using it to further their education
- All the Olympic Bid commitments and more, by delivering a National Athletics Centre which retains an athletics track in the stadium, expanding its capacity and use, as well as a further event warm up/community track for day-to-day use not included in the Bid. We believe our proposals will marry the national athletics benefits to local (e.g. Newham & Essex Beagles and the Newham Athletics Network) and regional (London Athletics) participation benefits
- The most cost-effective solution in removing what we could be a significant annual revenue subsidy requirement from the OPLC for a 25,000 athletics only stadium
- An outstanding events legacy, most prominently for athletics and football, but also a showcase opportunity for a host of other sports and events, for example cricket, through Essex Cricket and concerts
- The continued regeneration of East London, both in the Olympic Park area and around the existing West Ham United ground
- A key element of our efforts to deliver convergence of life opportunities for local residents across the five Host Boroughs

**West Ham United and Newham’s proposals will help guarantee London delivers the greatest legacy from the greatest Games.**

Dear Richard

### **London Assembly Olympics Investigation**

I refer to your letter of 26<sup>th</sup> April 2010 and submit with pleasure the following comments to the questions proposed in your letter.

**1. How can we ensure that the development of Olympic Parks in use produces significant social and economic benefits for local communities?**

In an area like Newham or for that matter the 5 boroughs the most significant social and economic benefits will result from the ability to break poverty cycles through the creation of long term sustainable employment. In my view it is therefore important to ensure that those venues that do remain after the Games have valid and recurring uses and this will require a range of people in maintaining, marketing and operating these facilities. I believe that the key to the success of the Olympic Park venues post the Games is to be able to ensure that they are highly accessible, that whatever additional capital is required to ensure their legacy can occur is actually expended and that these facilities are marketed both on their own and in conjunction with the wider offer of the Park and the local area.

**2. What lessons can be learnt from previous major regeneration projects including stadium and event led regeneration about how to maximize the benefits for local communities?**

While I am unable to provide you with research based experiences in this area, it was certainly my observation at Sydney that the critical issue with those facilities was its accessibility. It should be remembered that the majority of access other than car borne access at Sydney relied on a rail spur rather than continuous rail access.

**3. How should the future development of the Olympic venues and surrounding area be funded?**

In respect of the individual Olympic venues I believe it is imperative that they find new long term owners as quickly as possible so that the burden of maintenance and ongoing investment is passed from Government to these owners. To date I have not seen the Olympic Park Legacy Company's final proposed Masterplan and its treatment of infrastructure or its proposals for funding of these and am therefore uncertain as to whether funding has already been committed. The wider park will need investment simply to ensure that it is adequately maintained, accessible and marketed correctly and of course may require additional capital funds to seed development. Provided initial funding can be identified then it seems reasonable that some sort of percentage of the receipts are allocated for this purpose or that some form of tax incremental finance funding be available to the Park operators.

**4. What targets should be set to ensure local people and business can take advantage of employment and other opportunities on the Olympic Park after 2010?**

Setting employment targets is always a very difficult situation as they are highly dependent on economical cycles, the attractiveness of the roles themselves, the security of the funding, and the willingness of all the parties in the supply chain to actively promote such targets. Our experience on Stratford across a range of these sort of initiatives would indicate that somewhere in the order of 20% as an employment target could be used as a broad target. Setting targets for businesses to be able to participate in opportunities on the Park is in my mind more difficult. Such targets can in fact be a bigger barrier to investment by the major developers and funders than the net benefit gained of such a policy. I believe that this should be a qualitative objective rather than a quantitative objective.



**5. How should the lessons of previous regeneration projects inform the decisions being made by the Olympic Park Legacy Company about the legacy of the Olympic Stadium, Media Centre and other venues?**

As outlined in my first point the success of these venues in my mind is heavily dependent on finding a long term owner, ensuring accessibility and that there is continued maintenance promotion and successful delivery of events and operations. Long term question marks about the use of facilities such as the Media Centre will only colour peoples' view as to whether there is a future.

**6. Westfield Stratford City's role in the Legacy.**

It is with some disappointment that in many different forums I continuously have to point out that one of the most significant pieces of Olympic Legacy is occurring before the games and that is Westfield's £1.5bn retail and non-retail investment. I would make the following points :-

- This is likely to be the largest single piece of private investment in the entire Olympic Park area and therefore, should give other investors the confidence that the entire area is being reshaped and has a long term future.
- The Games, themselves caused Westfield to accelerate its development here and as such should be viewed as a real positive.
- The Games and the development of the Westfield Stratford City have probably reduced the long term build out period of 30-40 years for the entire Stratford City development to something more like 15 years.

I would be happy to take questions and expand on this on the day.

**John Burton**

**Director**



**Councillor Chris Robbins**

Leader of the Council

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Richard Berry  
Assistant Scrutiny Manager  
City Hall  
The Queen's Walk  
London SE1 2AA

**Sent by email**

**8<sup>th</sup> June 2010**

Dear Mr Berry,

### **Legacy of the Olympic Park venues**

Many thanks for the opportunity to submit the views of Waltham Forest Council on the above investigation. Ensuring the legacy of the Olympic Park is accessible and 'owned' by local people is of paramount importance to the Authority.

### **Ensure development of Olympic Park venues produces significant social and economic benefits for local communities**

The key structural issue that inhibits significant social and economic benefits is connectivity to the Olympic Park sites. The Council has proposed a new East-West bridge linking Eton Manor with Leyton town centre (and onward access to Leyton Underground station) which would resolve this problem and provide clear and direct access to the site from Waltham Forest. This would not only be of major benefit for residents but has the potential to draw visitors from the Park into Leyton, impacting positively on the local economy.

The Council would expect the OPLC and the Lea Valley Regional Park Authority (LVRPA) to fully support this proposal as it would benefit local residents and provide a clear access route to and from the Park for visitors alighting at Leyton Underground Station.

In view of the recent ODA announcement that the Wind Turbine will not be built on Eton Manor we submit that this is an opportunity to build a children's park, an asset which we believe is missing from the entire plan. This could be an imaginative green adventure park and picnic area which would draw families towards the park itself.

## **Lessons learnt from previous major regeneration projects, including stadium and event led regeneration, about how to maximise the benefits for local communities**

The Olympic Park must not become another Canary Wharf; it should be a destination but should also be integrated into the surrounding neighbourhoods.

The Sydney Games are often trumpeted as an example of good practice, however they did not realise immediate legacy benefits due to poor planning. We are fortunate that applications are already underway to host future international sporting events on the Olympic Park and this must be an ongoing priority. However, the Park should also welcome and encourage local events, activities and performances, ensuring constant 'animation'.

Events and activities in the Park and the facilities offer a further opportunity to engage local people as volunteers. Whilst the LOCOG volunteer scheme is promoted nationwide any future legacy scheme should prioritise local people.

## **The funding of future development of the Olympic venues and surrounding area**

The Sports Thematic Group of the Strategic Regeneration Framework has recently produced a series of Sports Development Frameworks that link directly to the Olympic Park legacy venues and aim to increase participation in sport and physical exercise. The Frameworks are a model of good practice; they will drive local delivery and create demand for the legacy facilities. The streamlining of funding into the Frameworks and ongoing support from the OPLC, the governing bodies of sport and other key partners will be critical for their success.

Opportunities to access the Park and the facilities within must be protected for local people and pricing structures must reflect the local economic conditions. Local schemes need to be developed with schools, youth clubs, exercise on prescription and other measures to ensure effective, targeted access is supported. The cost of these schemes should be shared between the facilities operators and the local partnerships.

We hope that the Park will become a focus for national and international events and the same pricing strategy should prevail. The eventual operator of the facilities needs to be contractually committed to this and should have a track record of community engagement. The OPLC could involve representatives from the Host Boroughs in the procurement of the Operator/s.

## **Targets that should be set to ensure local people and businesses can take advantage of employment and other opportunities on the Olympic Park after 2012**

Tackling the worklessness agenda in East London is and must remain a priority. There will be numerous employment opportunities in the construction, management, hospitality and service sectors that arise from the Olympic venues and facilities in legacy mode. There is a clear opportunity to embed obligations for the engagement of local residents and businesses with contractors and sub-contractors used in both the park transformation works programme, and in the ongoing management of venues. Equally,

close attention should be paid to supply chain management, to ensure that local businesses can benefit from procurement opportunities.

The current Host Borough agreement with Olympic Delivery Authority (ODA) allows for employment opportunities to be exclusively advertised to local residents for a 48-hour period. It has been suggested that this timeframe is too short and that the commitment is not suitably enforced with sub-contractors. Each of the Host Boroughs operate Job Brokerage schemes and the Olympic Park Legacy Company (OPLC) should be obligated to use these. Targets for the employment of local residents should be agreed with the Host Boroughs and the OPLC should monitor performance of all contractors and sub-contractors against these.

Additional to the job brokerage scheme, Waltham Forest is just about to open the National Skills Academy for Construction at Cathall Road in Leytonstone. Again, targets for apprenticeship opportunities throughout the build and conversion of Olympic Park sites should be set.

### **The lessons of previous regeneration projects to inform the decisions being made by OPLC about the legacy of the Olympic Stadium, Media Centre and other venues**

I have been fortunate to have visited Manchester to see first hand the regeneration of a city following a major sporting event. I understand that the Olympic and Paralympic Games are on a larger scale than the Commonwealth Games but there are still lessons to be learnt.

To ensure that local communities reap social and economic benefits from the Olympic Park it must be fully accessible. Physical access is extremely important to ensure that the Park does not become an 'island' in relation to surrounding neighbourhoods. Legacy routes into and out of the Park have been identified but do not appear to favour Waltham Forest residents and pose access challenges to the North of the Olympic Park.

Eton Manor plays a critical role in the North/South access of the Park and historically has suffered from poor access. The Council sees little in the current Legacy plans that will alleviate this problem in the future.

The identification of a legacy tenant/s for the Stadium and the other facilities on the Olympic Park must be a priority for the OPLC. Various commitments have been made regarding the legacy of the Stadium and these should be upheld where possible. However, there must also be flexibility to ensure that the final decision presents us with a sustainable legacy that is fit for purpose and meets the needs of all stakeholders including the local community.

The Olympic Park should be an inspirational destination for residents and visitors alike. We have a once in a lifetime opportunity to regenerate East London and we must get it right for the future generations that live and work here.

I look forward to further engagement with the London Assembly's Economic Development, Culture, Sport and Tourism Committee on this topic and the eventual results of the investigation.

I am also keen that Waltham Forest is represented at the formal meeting with stakeholders on 20<sup>th</sup> July and look forward to receiving further details.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Chris Robbins', with a stylized, cursive script.

**Councillor Chris Robbins**  
**Leader of the Council**



**Guy Nicholson, Cabinet Member for Regeneration and Olympics**

London Borough of Hackney, Town Hall, Mare Street, London E8 1EA

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Our ref: LBH62555-10  
Your ref:  
Date: 10 June 2010

Mr Richard Berry  
City Hall  
The Queen's Walk  
London SE1 2AA

Dear Mr Berry

**Legacy of the Olympic Park Venues**

I am responding to the invitation from Len Duval AM to submit the views of the London Borough of Hackney regarding the legacy of various Olympic Park venues for consideration at the Economic Development, Culture, Sport and Tourism Committee investigation.

We note that the venues on which the Committee would wish to concentrate on are the Olympic Stadium and the Media and Broadcast Centres. Hackney does have an interest in the future use of the Olympic Stadium, even though the Stadium itself does not sit within the borough. In addition, we would like it to be noted that the 7,000 seat Handball Arena will be left as a legacy indoor sports venue. The Handball Arena does sit within the borough boundary and has the potential to become a significant indoor community sports arena, which could become a key element in the comprehensive sporting offer of the Olympic Park in legacy. Like the Olympic Stadium, these facilities could provide us with a great opportunity to connect community, semi-professional and professional sports activities from Hackney Marshes through to the Olympic Park. The London Borough of Hackney would support such a proposal and would wish to see this as part of the legacy.

Please find below our views on the legacy use of the Media and Broadcast Centres. We thank you for your invitation to submit our views and we look forward to attending the Committee on the 20<sup>th</sup> July, and the opportunity to discuss with the Committee, the legacy objectives and the issues that must be challenged to bring the legacy about.

***1. How can we ensure that the development of the Olympic Park Media Centre produces significant social and economic benefits for local communities?***

We can best ensure this outcome by

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- developing, promoting and adhering to a clear vision for the sustainable legacy use of the facilities and the wider Wick neighbourhood within which the Media Centre is located** - Clarity of commitment to an appropriate and achievable vision is the most crucial factor in securing a sustainable legacy use capable of regenerating this part of east London. The vision developed with the London Development Agency (prior to the creation of the Olympic Park Legacy Company) was for *“a digital media and creative sector hub as the magnet and economic driver for the creation of a new mixed use working and living neighbourhood on the western Olympic fringe. The hub itself will offer state of the art communications and infrastructure for future digital, broadcast and media industry requirements. It will be home to major media and new technology companies and small and medium sized businesses recognising the commercial advantages of being clustered together. The area will be enlivened by shops, cafés, bars and restaurants alongside high quality office and studio workspaces. It will be woven into the 21<sup>st</sup> century metropolitan district which includes a range of leisure and community facilities, a high quality public realm and a mix of affordable homes and commercial space alongside idyllic parkland and waterways”*. It is crucial that this is the vision that is promoted and given a decent period of time to elicit a response from the market. A random mix of uses lacking this cohesion will not be sustainable. This focus on the creative industries with complementary education and training was adopted by the Olympic Park Regeneration Strategy Group in February 2009. The Chair of the OPLC (Baroness Ford) reaffirmed the vision in her evidence to the DCMS Select Committee. The vision is soundly based on the strength of the area and the evidence previously gathered of interest from the media and local creative industries sector which revealed a potential demand for space actually in excess of what is available at the media centre.
- securing political support for the creative industries vision** - Political support for the vision at national government level, from the Mayor of London and the local authority is crucial to support the work of the OPLC in realising the vision. There can realistically be only one global creative industries hub in London and national and regional government need to decide whether to back their investment in the Olympic Media Centre and the promised regeneration of east London or support the proposals for new investment in something very similar at White City.
- promoting and supporting legacy uses that create several thousand sustainable jobs and job opportunities** - Sustainability means modern industry which is likely to involve the digital sector. We expect plenty of high value as well as entry level jobs that can be accessed by local people supported by complementary education, research and development services and by the high quality local and regional training providers already in place and eager to unearth untapped talent. The legacy development of this key employment site presents a fantastic opportunity to make a positive impact on London's economic recovery. That includes the opportunity to put London – and specifically east London – at

the epicentre of the revolution in digital media when the UK goes fully digital in 2012. This fast-paced industry needs a home in Europe. London's world-leading creative community is a magnet for European business. For that reason it is crucial to provide the improved fast transport links between Stratford and Europe that can bring significant new businesses to east London.

- **providing good connectivity and integration with the wider Wick neighbourhood** - It is my view that the success or failure of legacy development here will be the clearest indicator of whether the stated objective of using the Games as a lever for regenerating deprived areas of east London has been achieved. The Stratford City development was not dependent on the Games. But realising a major employment driven regeneration of this site is very much tied to the inheritance from the Games. I am clear that if the legacy use of the site is taken forward as a stand alone business park, it will fail. It must be developed as part of the vision for the wider neighbourhood. It is accepted wisdom that sustainability in urban regeneration requires a mix – of uses, communities, income and housing tenure. Living and working communities need shops and restaurants, bars, leisure and other community facilities. Connectivity across the canal is crucial. But we recognise too that for people in other parts of east London and certainly across London who want jobs here, good accessibility by public transport is crucial. The improvements to the North London Line will help but many will use the lines into Stratford Station and from our discussions with some major potential media tenants being able to travel from Stratford to the media centre site in 5 minutes is the barometer. Moreover the creative industry tenants we have in mind expect high numbers of visitors from London and beyond.

**2. *What lessons can be learnt from previous major regeneration projects, including event-led regeneration, about how to maximise the benefits for local communities and how should those lessons inform the decisions by the OPLC about the legacy of the media centre?***

- **Planning for legacy** -The evidence is that most cities that have hosted mega-events, such as the Olympic Games, have had little or unrealistic ideas about what use will be made of facilities after the event takes place. An example of this is the Olympic Games in Athens in 2004, after which 21 of 22 venues built specifically for the event remain abandoned. In some cities however, venues were at least built around some sort of legacy plan which was able to ensure that new infrastructure could be used for community benefit post-event. Sydney is one such example, where the International Broadcast Centre was built into an existing warehouse complex which could be reverted back to use after the Games. Planning for legacy seems to have paid off for Barcelona and Beijing, where they have been able to transform newly built Olympic Media Broadcast Centres into a Convention and Exhibition Centre (Barcelona) and Conference Centre (Beijing). Manchester made a laudable fist of legacy from the Commonwealth Games in 2002. The City Council embedded legacy into a wider

strategic regeneration framework. This tie in of the Games to the Council's regeneration plans ensured that the infrastructure built to support the event was developed on the basis of long term uses identified for them including the Stadium which is now the home of premiership football for Manchester City. London was supposedly not going to fall into the same trap as other Olympic cities and treat legacy as an after thought. There does however remain a danger of that happening. We are just 2 years away from the Games and, for the Media Centre, there is still no firm public declaration of commitment to the creative industries vision; there is still talk that it is too early to expect any commitment from potential tenants; and as time passes the danger increases of signing up a mix of whatever tenants come along or temporary uses, such as storage, both of which outcomes disastrously fail to achieve the key objective of a substantial number of sustainable jobs.

- **need to embed physical infrastructure development into a wider regeneration programme** - The most critical lesson learnt from major regenerations projects in the past is that in order to successfully benefit local communities, such projects must tackle the multitude of issues existing within these communities. This is evident from the numerous property-led regeneration projects which took place in the 1990s, including the redevelopment of Birmingham City Centre. Any projects which aim to regenerate areas through physical change need to be embedded within wider programmes crucially to up-skill local residents, and tackle whatever other barriers exist such as, in the case of the media centre, connectivity.
- **need for effective partnership working** - Hosting an event as large-scale as the Olympic and Paralympic Games has significant cost implications which can easily spiral out of control, as was the case in Montreal and Athens. Whilst the Los Angeles Games in 1984 limited this burden on taxpayers through the use of existing infrastructure and leveraging in significant amounts of private funding, the lack of public funding reduced public accountability and benefits for local communities. As with any major regeneration project, effective partnership working is needed between the public, private and community sectors to ensure that development meets declared and evidenced needs and is not just a dictat from a government appointed body. London is in a very difficult financial climate but the OPLC must resist the temptation to abandon the best interests of legacy and sustainable regeneration for the sake of short term financial expediency.
- **build on local strengths** - Our experience of Shoreditch firmly suggests that regeneration should be built on local strengths. The creative explosion that led to Shoreditch and Hoxton becoming a hub for the new media, arts and design sectors began with the arts community designating Shoreditch as their chosen home and local creative start-ups securing small sub contracts to support companies in the city. The creative boom evolved, but it was helped and nurtured by a supportive vision and strategy adopted by the Council and the Dalston City Challenge Company known as Dalston City Partnership. The

Shoreditch beginnings are being repeated at Hackney Wick and we should acknowledge that strength.

**3. *How should the future development of the media centre and surrounding area be funded?***

Regeneration of deprived areas like east London does not happen without public subsidy. If it did, the likelihood is that the private sector would already have seized the opportunity. Financially the media centre buildings are fundamental. They are the financial legacy of the Games since the market would not deliver these buildings in this location because their value is very substantially less than their cost. Prior to the credit crunch the belief was that, given that subsidy, the private sector could use those buildings, further develop the site under an employment led regeneration approach, and provide a premium for the public purse. Those expectations have changed.

On the basis that there is a commitment to the creative industries vision for this site and the wider Wick neighbourhood, it may still be possible and indeed sensible to engage a private development partner but the reality is that in order to secure regenerative development, there needs to be further public investment in transformation costs for legacy. There will need to be some adaptation of the main press centre office building (MPC) but the major investment is required for the International Broadcast Centre (IBC). The building is lacking basic services (e.g. a heating system); is far too big as one huge building; and a through route needs to be constructed anyway for access to the Olympic Park. Acknowledging the difficult financial environment, the realisation has to be faced that without some further public investment the investment thus far will have been wasted so far as legacy is concerned and this crucial area of the east end will not be regenerated. With that public sector funding of transformation costs, private investment should hopefully be possible. The critical questions relate to what financial return is expected from potential tenants who will inevitably be looking for relatively cheap rents, and over what period. If the financial return is limited to repaying the capital transformation costs and can be realised over a reasonable number of years, then effective and sustainable regeneration remains an achievable target.

**4. *What targets should be set to ensure local people and businesses can take advantage of employment opportunities after 2012?***

Employment opportunities should be in modern sustainable industry and include high value, as well as entry level jobs. There is no point in seeking a high number of low skill jobs in some traditional employment activities which are unlikely to be sustainable in a high tech digital economy. The answer is to focus on industries which reflect the strength of east London – i.e. creative industries – and which do not compete with Canary Wharf and the City (commercial services) or Stratford City (retail and commercial); make provision to support small and start up businesses; and ensure that local people have skills for that work. It may

be helpful to set training and employment targets for local people (east London) but that needs to be in the context of an overall strategy. That aside, co-ordinated provision should be made for:

- business support services
- small business workspace and incubator space within the development
- access to state of the art facilities and equipment (e.g. in conjunction with higher education/research and development institutes)
- local procurement/local supply chain initiatives
- links with local schools, colleges, universities and training organisations
- apprenticeship schemes; and
- local recruitment initiatives.

Please do get in touch if you need any further clarification on what it is that we have set out, and we look forward to attending the Committee in July.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Guy Nicholson', with a long, sweeping horizontal line extending to the right.

**Cllr Guy Nicholson**

**Cabinet Member for Regeneration and the 2012 Olympic & Paralympic Games**

CC: Jeanette Arnold AM

## **National Federation of Artists' Studio Providers**

### **London Assembly: Olympic venues**

### **Potential impact of Olympics media centre for the artist community in Hackney Wick**

#### **Summary**

Artists need space, and space at a rent they can afford. The Olympics Media Centre could potentially offer fantastic opportunities to artists by providing them with much-needed space, in which they can base their professional practice, research, experiment and make work, and from which they can undertake projects, exhibitions, commissions and engage with the local and wider cultural community .

The allocation of a proportion of space for artists within the overall Media Centre would bring many benefits to the artists, to the creative industries in the building, to the local community and wider cultural community.

Such space would need to be made available for the long-term (ideally on a 15 to 20 year renewable lease), at a rent that artists could afford. This would need to be below a market or commercial rent as many artists are on low incomes.

If rental levels are affordable, the space will be fully occupied from day one. There continues to be a high, unmet demand for affordable studio space (as evidenced by growing waiting lists and sustained levels of demand) in all parts of London, but especially in the Hackney Wick area, where the presence of a critical mass of galleries, curators, and artists stimulates a wide range of activities and contributes to London's reputation as a world centre for contemporary art.

The most effective and appropriate arrangement would be for an existing studio provider to be selected through a tender process, to take on a long lease on a given amount of space within the Media Centre and manage the space as artists' studios. This would ensure that the space remained allocated for artists' studios for the long-term and would ensure that it would be properly managed.

There are a number of studio providers that have development and management models that can offer property owners and public agencies the certainty of 100% occupancy in well-managed workspace, for lower income workers.

Around 20,000 square feet could accommodate up to 45 or 50 artists in spaces of a range of sizes, plus supporting facilities. More space - more artists.

#### **Hackney Wick and the artist community**

'Hackney Wick has more artists per capita than anywhere else in the world' (Survey by MUF Architects, 2009). There are upwards of 1,000 artists in Hackney Wick, as well as a high concentration of galleries and professional services and businesses which support and supply them.

Last year, some 500 artists took part in the annual Hackney WickED arts festival which highlights the artist community living and working in the area. Over 15,000 people attended the festival in 2009 and it is rapidly becoming a major player in the UK's art festival scene, as well as playing an important role in the regeneration of the Hackney Wick area. The event showcases the work of the artists in the area, providing unique access into the studios, galleries and streets of the Wick for locals and visitors alike.

The 2009 survey by MUF Architects also showed that there are 624 Studios in Hackney Wick and that 1 in 7 people is either an artist or arts centre practitioner. 'Currently, there is a high concentration of studio spaces in Hackney Wick. These spaces are not only occupied by creative practitioners such as designers, artists and galleries, but also by a variety of supporting business from printers to event organisers.' (Draft Hackney Wick Masterplan, 2009)

The Draft Hackney Wick Masterplan (2009) states that, "Artists and creative businesses have begun to colonise the area as a low cost alternative to established cultural quarters such as Spitalfields and Hoxton." However, this is not a trend which has just begun; large numbers of artists have been living and working in this part of London for 30 or 40 years. Creative industry businesses may be moving into the area as they can no longer afford to be in Hoxton or Spitalfields, but artists (who were also in Hoxton many years ago but were priced out by high rents) have been in this area a long time.

## **London 2012**

Early in 2008, the NFASP commissioned a study from David Powell Associates into the potential impacts of the Olympic project on artists' studios in the five host boroughs. This was in response to reports of high rent reviews and studio leases being terminated.

The study highlighted a problem which has always faced affordable studio providers – the lack of long-term and secure property. Artists and studios have been credited as the pioneers of regeneration but are also the victims. London's vibrant, diverse and influential culture has been promoted as a significant aspect of London 2012, but the very studio organisations and artists that have contributed to that vitality are under threat from commercial developers exploiting the opportunities the Olympics present.

This extract from the resulting report summarises the situation:

"Over the last 40 years, one of the world's largest and most sustained communities of visual artists has grown up in East and South East London. In the boroughs now hosting London's Olympic project, the studios and workspaces for many thousands of artists have, in very large part, been set up and run by artists themselves. The oldest and most established studio providers originated like this and have matured into development organisations providing secure and affordable space for a wide



diversity of art practices to flourish, for educational and creative opportunities for the wider public, and for a range of regeneration benefits to their communities.

More than a quarter of the UK's studio buildings are located in the five host boroughs (Greenwich, Hackney, Newham, Tower Hamlets, and Waltham Forest). Some three dozen studio providers offer 940 affordable studio spaces for visual artists, with another 2,900 artists on their waiting lists. Many more artists are working in a variety of informal situations, which can be short term, expensive or unfit for purpose.

Regeneration pressures have always made achieving security and affordability difficult. Developments related to London's Olympic project exacerbate this and are now compounded by the uncertainties in the financial and property markets. Studio providers work effectively with local regeneration and development partners, their best practice securing affordable, long-term workspace for this world famous artists' community. “

*David Powell Associates: Artists' Studio Provision in the Host Boroughs: a review of the potential impacts of London's Olympic Project. December 2008*

The research mapped existing studio providers in the host boroughs and reviewed where and why their properties are at risk. It was concerned with the particular needs of the specialised, relatively low-income cluster of visual arts activity, which is important to the host boroughs and to London as a whole.

The study showed that there appears to be a significant, unmappable, amount of informal, short term studio space-making with formal and informal groups organising space for themselves and in a variety of more (and often less) beneficial arrangements, especially since the economic down-turn and the availability of empty property. Whilst this presents welcome opportunities for temporary workspace, the danger is that when the economic tide turns, artists will once again become victims of their own success and be required to vacate property to make way for redevelopment.

A major issue is that few studio buildings are owned and permanent. In early 2005, when Acme published the first England-wide survey of studio groups and organisations, some 80 per cent of the total affordable studio space in London was rented. And the leases of many spaces were due to expire within five to seven years.

Whilst master plans, such as the Draft Hackney Wick Area Action Plan (Hackney LDF Phase 1, November 2009) champion the need for creative workspace, generally such space is inappropriate and too expensive for artists. Artists are primarily engaged in their practice for its creative, cultural and philosophical value. Although they are often highly successful micro businesses forming a vital part of the overall creative ecology, their career paths rarely follow a traditional business growth model where turnover and the number of employees are indicators of ambition and success.

### **Olympic Media Centre legacy use**

The current plan for the legacy use of the Media Centre is 800,000 square feet of flexible, commercial space for single or multiple occupancy. And in 2008 the Department for Culture, Media and Sport action plan set out an ambition to convert the Media Centre “into a new, state-of-the-art creative industries centre.”

The Mayor and Five Boroughs’ support for the creation of “a high quality media and creative industry cluster at Hackney Wick” that will provide premises and opportunities for local and global businesses is welcome. However, we would urge that any plans for this area recognise the distinctive heritage of this area and the vital contribution that artists have made to the economic and cultural success of east London over the last forty years. We would suggest a broader scope for the Media Centre, which does not simply focus on technology and high growth creative industries, but also encourages the relatively low-income cluster of visual arts activity which frequently supports other areas of the creative industries and enables the overall visual ecology to flourish.

The Draft Hackney Wick Action Plan notes that increasing rents and the difficulty in obtaining a long lease are factors that represent “a significant threat to this emerging and important industry cluster”. The solution must be to make a proportion of the space available on a long lease, on rent terms which will enable creative practitioners to be retained and to continue to flourish in this area.

### **Artists, studios and community benefit**

Audiences for contemporary art are especially large in London where the distinctive skills and approaches of contemporary visual artists are increasingly benefiting a wide range of communities in a variety of ways.

London’s affordable studio organisations play a vital role in this success by supporting artists at the basic level of production, enabling them to sustain and develop their practice.

Affordable studio organisations and their tenant-artists also make a significant contribution to the well-being and sustainability of local communities; encouraging innovation and creativity across social and regeneration agendas, they deliver a mix of cultural, social, educational and economic benefits.

As well as providing affordable workspace for artists to research, experiment and make work, more than 50 per cent of all London’s studio buildings have public spaces for exhibition and education programmes and open their studios annually to the public. They provide valuable alternative spaces for the public to view work, to meet those who create it and to participate and learn about the visual arts.

### **Artists and affordable studios**

Professional artists are engaged in art practice primarily for the creative, cultural, intellectual and philosophical value of that practice. This art practice involves a range of related activities whereby professional artists:

- exhibit their work in museums and galleries, in universities and in non-gallery and temporary exhibition spaces (for example, in hospitals, libraries, empty shops, redundant churches, and in buildings and spaces that are to be redeveloped), and in a wide range of other contexts, with such exhibitions invariably free to the public (including in private galleries). Some artists' work is displayed in the public realm, or can be seen as part of public realm enhancement schemes where it is available for public view at all times;
- lead creative and participatory educational activities for the public – courses, talks, projects and workshops – for a wide range of participants and in a range of social settings. These settings include: museums and galleries; hospitals, day centres and other health and social care contexts; pupil referral units; prisons; with environmental groups; and in association with heritage properties;
- teach in formal education at all levels from pre-school to post-graduate;
- are involved in training and community development, working with disadvantaged groups to develop confidence and self-expression through creativity;
- mentor and support other artists, particularly those in the early stages of their art practice, through informal advice and more formalised professional development sessions, helping others to develop the skills and experience necessary to enable them to fulfil the wide role for artists outlined above.

For artists to be able to develop their practice and deliver these benefits, they need space in which to work at a rent they can afford. Affordable studio groups and organisations provide low-cost studio space to visual artists who are generally on low incomes and remain on low incomes for much of their working lives.

Affordable studio providers charge rents that are, on average, one third of open market prices.<sup>1</sup> In doing so, they subsidise the visual arts economy in England by roughly £16 million a year.<sup>2</sup> This support is vital in underpinning the visual arts – widely regarded as a successful and highly valued part of our contemporary culture.

### **The importance of security of tenure**

Security of tenure enables studio organisations, and their tenant artists, to develop stability and confidence and deliver maximum benefit to communities. Research into

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<sup>1</sup> *Commercial workspace provision for visual artists – a comparison with the affordable sector*, Michael Cubey, Acme and Capital Studios, February 2006.

<sup>2</sup> *Commercial workspace provision for visual artists – a comparison with the affordable sector*, Michael Cubey, Acme and Capital Studios, February 2006.

two London studio organisations has shown that security of tenure (through securing freehold or long-term leasehold property) provides the self-confidence and motivation for studio organisations to:

- build the ethos of the organisation – to invest the time needed to create a cohesive and confident community
- commit to their locality and become part of the community
- establish their identities, groups and track record and attract and build creative and professional partners and networks.<sup>3</sup>

Moving from one short-term let to another, or being involved in campaigns or protracted negotiations to retain studios, is financially wasteful, time-consuming and saps the energy and confidence of artists. This, in turn, reduces the likelihood of artists developing confidence in their practice and taking an active role in the local community.

### **Summary of key messages concerning artists' studios**

In summary, the Olympics research report and other research published by NFASP highlight a number of key issues affecting studio provision and artists:

- Demand for long-term affordable studios remains buoyant, as evidenced by growing waiting lists, sustained levels of demand and feedback from artists;
- Studio providers demonstrate good practice in developing models for medium and longer term use of light industrial and similar buildings. Also they have a number of development and management models offering property owners and public agencies the certainty of 100% occupancy in well managed workspace, for lower income workers;
- Artists and studio providers contribute to the local economy, to place making and to the vitality and distinctiveness of local and community life. They contribute greatly to the wider cultural reputation of some boroughs and their local authorities;
- Affordable, sustainable studio provision is not consistently or adequately represented in Local Development Frameworks, or in legacy planning for major regeneration areas such as the Olympics, reflecting its low policy status and priority within economic, regeneration and policy departments. At best, artists' studios are covered by statements of intent or priority relating to creative workspace, but they are a different proposition and unless otherwise catered for require special mention. The Olympics Media Centre offers an opportunity to address this.

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<sup>3</sup> *Artists' studios: creating public benefit*, December 2006, Acme and Capital Studios

**What needs to happen to make sure the opportunities offered by the legacy of the Olympics Media Centre are made available?**

- A proportion of the overall space available would need to be specified for artists' studio space, and the likely costs established, taking account of the need for lower rent levels for artists than for other creative industry tenants;
- Recognising that artists have different requirements from those of more commercially orientated creative industries, both in terms of the physical space requirements and the rent levels they can afford to pay, appropriate mechanisms would need to be put in place to ensure affordable artists' space is protected within such a mixed-use scheme;
- Agree a process for management of the space, which would probably involve drawing up a tender document and inviting suitably experienced studio providers to submit proposals;
- Work with the preferred studio provider to finalise the scheme and let the space.

**The role of the National Federation of Artists' Studio Providers (NFASP)**

NFASP is the professional membership organisation representing the interests of all those engaged in providing affordable studio space for artists.

We are the voice of a sector that has grown over the last 40 years to include mature, multi-building organisations providing studios to hundreds of artists, as well as embryonic groups just establishing themselves as artistic communities. We offer a range of support and advisory services to our member studio organisations which provide affordable studios to some 6,000 artists nationally, often with an equal number on their waiting lists.

We campaign to sustain and increase this essential infrastructure upon which so much artistic activity and cultural production depends.

Val Millington  
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You asked our organisation for our views on 'what the impact might be in the Upton Park area if West Ham FC move their home ground to the Olympic Stadium'.

The Friends of Queens Market discussed this fully at a recent meeting. These are our conclusions.

The losers by such a move would be the football fans who currently live in the vicinity of the Boleyn Ground of West Ham United and all the football fans who live along the District line and can therefore travel easily to Upton Park. Also the local public houses and fast food shops who do a roaring trade on match days.

However most of the local non-fan residents would welcome the move and the end of traffic jams, crowded streets, problems boarding and leaving the underground etc. (Upton Park's match-day problems would not be transferred to Stratford because clearly the roads, entries into the Olympic Park will be designed to cater for big crowds with far less disruption to local residents). The move would benefit Queens Market traders because football fans do not shop at the market but they do cause serious congestion which disrupts trade.

**However in our view what will really determine whether the move has a beneficial impact on people in Upton Park and Newham will be the use that the vacant site is put to.**

If the site is to be used as a gambling casino there will be tremendous local opposition (not only from the various faith communities) for reasons which I will be happy to spell out if required - but I think you know them.

There would also be considerable objection if a large supermarket were to be located there. Mega supermarket stores are a short bus ride/less than 2 mile walk away from the site: Asda at Beckton, Tesco along the Barking Road, and Morrisons and a future Waitrose in Stratford. Two Tesco convenience stores and an Iceland are a short walk away. The immediate vicinity of the Boleyn Ground is residential and unsuitable for giant lorries delivering produce night and day. The impact of a large supermarket on the character and small businesses of Green Street, as well as on Queens Market, would be detrimental.

We consider that the site which we estimate to be just under two hectares would be very suitable for housing. We think that that a holistic view should be taken and this site considered together with the Queens Market site. The argument has been expressed by the local authority that the Queens Market site is needed for housing, the building of which would entail the demolition of the market. This has provoked intense local opposition.

The vacant Boleyn Ground could provide a solution. The housing can be built there and, Queens Market which is currently enjoying an influx of new stalls and an increase in footfall under a dynamic market development manager, can continue on its upward path

We think that the whole site could be used for housing: the market, East Ham and Green Street shops are all within walking distance. This is an area of predominantly low-rise housing and we think there would be local opposition to tower blocks which

were taller than others in the vicinity so we think buildings should be no taller than ten storeys.

In view of the dire local and London-wide housing needs we think that the site should contain as much social housing as possible and also as much three bedroom housing as possible to accommodate families. Safety standards and labour legislation should be respected during construction, which should not go on all day and all night as happened when the West Stand was built at the Boleyn ground.

If the site could be used for housing as described then taken in conjunction with the other factors above we think that it would be quite beneficial for the Upton Park area if West Ham FC move their home ground to the Olympic Stadium.

Please do come back to us if you need clarification or elaboration or have any more questions. We would be most interested to find out what other organisations have said , and we would like to see any report which you or your Committee produce on this matter. If your committee has a mailing list could we go on it?

With best wishes Pauline Rowe  
sec, Friends of Queens Market



# London's Most Successful Social Enterprise

Len Duvall  
Chair of the Economic Development, Culture, Sport and Tourism Committee  
City Hall  
The Queen's Walk  
London SE1 2AA

14<sup>th</sup> July 2010

Dear Len

## GLL, Social Enterprise and the future of the Olympic Park and Crystal Palace Sports Centre

Thank you for your letter of 23<sup>rd</sup> June 2010 regarding the Olympic Park venues and Crystal Palace. I apologise for not replying sooner, work is a bit hectic at the moment as you can imagine.

GLL is a London (Olympic Borough based) charitable social enterprise employing hundreds of young people in good jobs in the Olympic Boroughs (4,000 staff across London).

We are obviously very interested in the future of all the facilities on the Olympic Park and indeed potentially the Park itself.

As you know we currently operate all the public leisure centres in all five of the Olympic Boroughs in Partnership with the local boroughs. The new Olympic Park facilities will provide a tremendous opportunity to enhance sports provision and increase participation and activity levels in the locality. However, the Park and its facilities also need to be exploited to produce the following key outcomes:

### Nationally, Internationally and for London

- A new tourist destination for London
- Ongoing National and International Sports and Arts Events bringing visitors and vibrancy
- Hosting of numerous Sports Governing bodies
- Headquarters of the National Skills Academy for Sport and Active Leisure

### Locally and for London

- Training and Job opportunities for local young people
- A new high standard Park for the local community
- A wide range of additional Sport and Healthy Activities for the area
- Provision of London's first public Sports School for 14 – 19 year olds ?



Awarded for excellence



INVESTORS  
IN PEOPLE

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I.P.S. Registration Number: 27793R Inland Revenue Charity Number: XR43398 VAT Number: 626592225



#### GLLs potential role in the Olympic Park

GLL has been involved in both rounds of OPLC's soft market testing and we have expressed our keenness to be a key operating partner. We want to be involved in operating facilities on the Olympic Park before, during and crucially – after the Games. We believe we have unique connections with the local communities, the local boroughs, the local schools, the colleges and the universities as well as with the National players involved in the Games and the Park.

GLL is co-owner of the London Leisure College and a key partner of the National Skills Academy. We already have trained staff available on the ground in East London and the capacity to train many more.

Our minimum position would be to be the Operator of the London Aquatics Centre and Arena 3 (Handball Arena), but we can offer much more and would seek to work in Partnership with others (such as AEG if they are successful) to provide a 'joined up' solution for the whole Park and its venues.

#### The role of Social Enterprises on the Olympic Park

As one of London's leading (and charitable) Social Enterprises, we would also seek to create new and innovative partnerships with other Social Enterprise businesses to provide services such as catering, security, arts and events.

However, we would also seek to forge Partnerships with large scale commercial enterprise (such as Balfour Beatty) to provide a robust Social Enterprise/ Private Sector solution for FM, for the Park and its activities.

#### Media Centre

GLL does not currently have a direct interest in the legacy use of the Media Centre, but I am aware that there is a desire amongst London's Social Enterprise businesses (supported by Social Enterprise London) to propose the creation of a Social Enterprise Zone (similar to what Docklands was/is for the private sector) where SE businesses could thrive, inter-trade and incubate. Allison Ogden-Newton of SEL can elaborate on this.

#### Crystal Palace Sports Centre

As regards Crystal Palace Sports Centre (CPSC), it is well understood that London is chronically underprovided for in many sports facilities and CPSC is one of the few national standard sports assets London has.

Even with the new facilities in the Olympic Park, London cannot afford to lose Crystal Palace. The only part of CPSC that will be displaced is the 17,000 seat athletics stadium – London does not need two of such a size.

If large scale athletic events were to move to the Olympic Park, then the CP track could have its capacity reduced, or it could be available for (say) the return of Crystal Palace FC or a similar use.

An overall more cost effective alternative, of course, would be to upgrade the CP athletics track and dedicate the Olympic Stadium to another use (such as events, entertainment or football).

There has recently been significant LDA investment in the 'behind the scenes' infrastructure at CP and the main building is probably 'good' for another 20 years, albeit that there will still be a need to continually invest in certain parts of the facility.

Transfer of CPSC to a London Community Sports Trust?

Due to current uncertainty around the LDA, its successor and the subsequent role and priorities, it is our view that the CPSC complex should be transferred via a long lease to a 'London Community Sports Trust' (LCST) or similar. GLL could assist with formation of the trust and ensure the performance of the trust's business plan. There would be a need for a 'dowry' to cover the maintenance issues, but the overall cost could be reduced and (crucially) contained and the future of the facility as a community sports asset for London assured.

However, current plans for CPSC post Games seem to be around, replacement with a smaller facility or closure. The lack of a 'horizon' beyond 2013 is already affecting GLL's ability to invest in the centre.

I hope the above is helpful. I am, of course, willing to assist in any way I can. Just as GLL was the largest collector of signatures to 'Back the Bid', we also want to play a key part in making the Olympic and Paralympic games a fantastic event and crucially to create a lasting and meaningful legacy in Sport, Health, Jobs and quality of life for the Capital.

Best wishes



Mark Sesnan  
MD  
GLL (Greenwich Leisure Limited)

## **Olympic Media Hub- The International Broadcast Centre and Main Press Centre**

### **A Creative Vision**

The Olympic Media Complex offers the possibility of a unique legacy for London. It offers the opportunity to create a new, vibrant, 1 Million sq ft, state-of-the-art media centre at the heart of the Olympic Park – one of Europe's major re-development projects. In addition to world class sporting venues and the largest new urban green space in Europe for 100 years the Olympic Park also includes Westfield Stratford City – Europe's newest and largest urban shopping and leisure centre. The Olympic Park is a site that will become central to London's development over the next two decades.

Unique amongst recent Olympic host cities London is already one of the world's major international creative capitals, a leading centre for film and television, visual effects and internet technologies. It is also home to a number of world leading academic institutions and a leading centre for digital research. London is the UK's creative capital, employing over 500,000 people (25% of the entire UK creative sector) and worth well over £21 Billion its economy. It is the London's second biggest business sector. The Olympic Media Complex will be at the heart of this. It is close to the existing creative clusters of Shoreditch, Hoxton and Soho and Hackney itself is of course home to a large number of creative sector workers attracted by a vibrant multi-cultural feel that also attracts the highest concentration of artist workshops and studios anywhere in Europe.

The UK's creative sector and the digital economy is undergoing considerable change - opportunities and challenges abound. The momentum of the 2012 Games should be a key springboard to change, helping resolve infrastructure deficiencies, fostering new collaborations, encouraging academic research and stimulating new businesses and services. The Media Complex buildings; International Broadcast Centre (IBC) and Main Press Centre (MPC), can be re-purposed to create a world-leading media centre employing up to 5,000 highly skilled workers, delivering a unique legacy from the Games and forming a central component of the redevelopment of East London.

Most of the world's major media companies have a presence in London. The sector is used to embracing innovation and is open to opportunity. The Vision for the Olympic Media Complex (MPC and IBC) is of a multi-sector digital creative cluster focused on :-

- Production, Post Production and Broadcast
- Digital Media & Communications
- Innovation, Research and Technology
- Enterprise
- Design and Creative Business
- Arts/Performance

### A) Production, Post Production and Broadcast

There are a number of sub-sectors :- Production, Broadcast, Channel Management, Channel Payout and Support Services, Distribution and Post Production - but perhaps the most important sub-sector in terms of place-making is Studios. Television studios will provide a core activity that helps define the site and brings life to the IBC building. Audiences are a key element of modern, studio based, shows and the Olympic Park facilities would be designed to welcome well over 175,000 visitors a year.

The proposal is to provide one large television studio (12,000 sq ft) and a number of small/medium-sized studios. Importantly the UK television studio sector is ready for structural change. Currently the market is characterised by overcapacity, unsuitable buildings that no longer meet the needs of modern production (particularly in catering for audience shows) and a desire from some traditional broadcasters to out-source operations. The Vision therefore is to help the sector consolidate and to replace existing facilities elsewhere in London.

A likely model, suited to the existing IBC free floorspace, could include :

- 1 x 12,000 sq ft studio
- 4 x 8,000 sq ft studios
- 2 x 3,500 sq ft studios

The design of technical infrastructure would maximise flexibility with resources shared between studios. The studios would include a range of production offices, dressing rooms, make-up, Green Rooms, technical areas and on-site storage, all based around a well-planned central public area catering for audience needs (waiting areas, entertainment, catering, merchandising, toilets). In total approx 130,000 sq ft would be required, accounting for approximately half of the ground floor of the IBC building.

There is also significant space within the IBC for long running drama series (usually referred to as "Continuing Drama"). This could be used to provide permanent sets and all associated production logistics (editing, audio, production offices). Continuing Drama has very special requirements and is completely self-contained and so could be accommodated irrespective of decisions on the main studio opportunity outlined above.

There are a number of suitable areas for Post Production. The IBC site has substantial power and unparalleled fibre connectivity with full resilience.

### B) Digital Media & Communications

Includes Internet, Mobile and Publishing, These are companies that will be principally looking for office space but also seeking the high levels of connectivity and network reliability that will be available post Games given the IBC's central role as the hub of all Olympic media activity.

### C) Innovation, Research & Technology

The UK digital sector is highly dependent on innovation and research to keep ahead in what is a highly competitive global market.

There are a number of opportunities to create new working relationships more suited to the high-speed broadband environment outlined in Digital Britain. A media focused Technology Innovation Centre is envisaged at the leading edge of media innovation with industry and academic researchers working collaboratively right at the heart of the complex. London's competitive advantage has, to date, not been properly exploited to address the global market. The Olympics (perhaps the greatest symbol of internationalism and the global market) and its associated media complex represents the perfect opportunity to redirect the focus for innovation and to build for world-class competitiveness.

The proposal is compatible with plans outlined in the recent reports on technology and innovation centres and their role in stimulating long-term economic growth.

No undergraduate facilities are proposed - this is about high-end research and collaboration with industry at the sharp end of innovation and therefore would be an entirely post-graduate environment.

### D) Enterprise

Enterprise is expected to be a core element of the Media Hub providing a collaborative, cost effective facility (50,000 sq ft plus) where ideas can grow into major businesses. The Enterprise Centre should become a major generator of employment. This is not simply a traditional incubator or innovation centre, it should be about creating an entire business ecology, providing office space, meeting areas and conference facilities and access to R&D facilities - just as other well-known centres of innovation like The St John's Innovation Centre, Cambridge - but importantly this model should also offer a range of business support/advice and access to significant levels of commercial finance.

The finance available would be fully commercial. This is not about grants, it is about investment, a development linking The City/Canary Wharf with the evolving digital economy of the East End.

Suitable office space would be provided in the IBC - there are a number of examples in which large, quasi industrial, structures have been converted for such use. This approach will give the Enterprise Centre a very interesting "feel", be highly symbolic of the reinvention of the area and be attractive to creative industry tenants. Examples include The Good Business Centre in Cambridge and Trinity Buoy Wharf in London.

### E) Design and Creative Business

This sector encompasses graphics, architecture, design and advertising. This is a major creative sector with hundreds of companies employing many thousands of people. It is also another sector where the London has a leading reputation. The requirement is almost all for office space but many of the smaller companies could be interested in innovative conversions of part of the IBC - being based in radically designed spaces should suit the image they wish to convey.

### F) Arts and Performance

The IBC building is a very large space that needs to be brought to life. There are a number of strands that are expected to be developed to not only maximize the use of the space in ways that help link the complex with the communities surrounding the Park but also help in generating a sense of vibrancy :-

Performance Space - The television studios (outlined above) will cater for audiences with the main studios seating at least 400 per studio. The intension is to ensure technical areas, dressing rooms and offices are separated from public access areas in a way that allows the studio spaces to be used for musical or theatrical performance when not required for television production.

Audiences - In addition, the audience holding areas can be designed to provide bars, catering, retail and could allow pre show entertainment open to all in much the way that the National Theatre has pioneered.

Exhibition Space - The IBC will be central to the biggest broadcasting event in Europe this decade. There are potential opportunities to celebrate and explain the development of media in general and sport in particular, linking with sporting organizations (IOC, FIFA, Premiere League, IAAF, WTA) and organizations such as the British Film Institute (BFI), the British Academy of Film and Television Arts (BAFTA) and the Royal Television Society (RTS). The Museum of the Moving Image (MOMI) was such a facility on the South Bank and can now possibly be re-imagined for the next generation.

This may also be an appropriate space to house a London 2012 Exhibition.

Workspace - The provision of artist workspace will not be a main priority as the emphasis should be on digital media and the commercial use of the complex. However we may encourage a small area of artists' studios, possibly allowing the complex to offer an artist-in-residence programme.

## **Vibrant Media Community**

The Olympic Media Complex will allow the creative industries and the local community to work together. Industry would engage local people and benefit from their unique blend of international culture, creativity and high quality skills (the area is full of creatives and senior figures in the sector, many of whom currently travel right across London to work). In turn the local community would secure employment in new high-growth industries and would benefit from the associated services and amenities set up to cater to this new creative hub. The IBC/MPC would become the catalyst at the centre of the transformation. A number of small scale initiatives are already emerging.

## **Links with Local Community – Education**

Links with the local community are important if the site is to thrive and help generate local employment opportunities. A comprehensive education programme has been developed that would work with local schools and higher education providers to give local youth access to new opportunities. BETA (The Business, Education and Training Alliance) is also intended to raise aspirations, enabling local schoolchildren to understand the opportunities that exist and also to give them access to the informal networks and opportunities for work experience that traditionally have dominated recruitment paths in media.

## **Creative Critical Mass**

It is a fundamental intention to proactively seek to develop a vibrant media cluster incorporating culture, media, arts, education and advanced research all within the attractive setting of the 2012 Olympic Park. Overall responsibility for the success of the development rests with the Olympic Park Legacy Company. The Park itself will also be home to some of the most iconic sporting venues in the country.

## **Additional Facilities that Help Create a Sense of Place**

The site will have a good range of amenities – it will be a stimulating place in which to work. We expect media workers to have a variety of suitable places to hold meetings, have coffee, network and just relax. Ideally these facilities would be incorporated along the canal frontage. Westfield/Stratford City opens in late 2011 and is easily within walking distance offering a wide range of additional choices and facilities.

## **Transport/Security**

Transport links are good. Stratford Regional is a major interchange (Central, Jubilee, DLR and Mainline services). The Media Complex is however some distance away and the Park management will need to ensure that connecting transportation is readily available, dependable and properly covers the out-of hours working typified by media businesses. Stratford International (a short walk from the site) is a 7-minute train journey to St Pancras. London City Airport is a 10 minute taxi ride away and there are plans to increase the number of flights available. Crossrail services to Central London and Heathrow will be available in 2018 and direct Eurostar services may also be possible. The site is also immediately adjacent to the A12 and incorporates a 1,100 space multi-storey car park. The site will have full 24 hour security.



## **Open All Hours?**

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Engaging Small Businesses to Support the Legacy of the  
London 2012 Olympic & Paralympic Games





## Discussion Brief

### Introduction

- The legacy commitments of the London 2012 Olympic & Paralympic Games are well documented and place a heavy emphasis on promoting and ensuring economic stability across the Host Borough region.
- These commitments will help bring opportunities for all to an area of much needed physical social and economic development and bring them into line with those offered by other areas of London. (The concept known as "Convergence").
- To date, private sector consultation has been largely dominated by the larger businesses active in East London esp those in and around Canary Wharf and the City of London. However, nearly 90% of East London's business population is made up predominantly from small and micro-businesses (and including social enterprises) that employ less than 10 people and often from very diverse populations across the host boroughs.
- Many of these businesses operate in the "Olympic Park Fringe", local community areas in Hackney, Newham, Tower Hamlets and Waltham Forest adjacent to or in very close proximity to the new Olympic Park development site.
- As well as fringing "high street" areas (e.g. Leytonstone, Leyton, Maryland, Homerton, Hackney Wick etc), the sites include businesses operating on housing estates (e.g. Carpenters Estate), in small business parks (e.g. Marshgate Business Centre), and in peoples homes and live-work space (Hackney Wick & Fish Island, Sugarhouse Lane, Three Mills etc). These must be treated as micro-communities in their own right and engaged with directly on a regular basis.
- Decisions made around post-Games use of the venues immediately after the final closing ceremony must be determined to ensure that the few weeks of the Olympic & Paralympic Games are seen as just a small part of the long-term legacy for the Olympic Park Zone and part of a seamless transition into Legacy mode.
- As well as the major sporting venues, all other constructed buildings (including the International Broadcast Centre & the Main Press Centre and their associated facilities, the Athletes Village, the sponsors hospitality zones and the proposed ArcelorMittal Orbit attraction) need to be taken into consideration when discussing venues.
- In legacy mode, the Athletes Village and the IBC & MPC will need to ensure local residents and employees are well serviced in terms of the creation of micro-economies around those developments and small & micro businesses such as corner shops, hairdressers and coffee shops help create destinations that help make the Olympic Park Zone a fantastic place to live, work and play.
- Small businesses will take a "what's in it for me?" approach to major events and to regeneration. Small business engagement is therefore not just about presenting opportunities to make more money, it's about things that may or will prevent people going about doing their daily business.

## What are the Impacts on Small Businesses?

- Since winning the Bid to host the Games 5 years ago, some businesses still feel a disconnect with the Games and show little understanding of the impacts the activity before, during and after the Games will have on their business.
- The LDA, LOCOG, ODA & OPLC have invested heavily in excellent Community Engagement programmes from the outset. However, these have been focussed on wider community issues and not business specifics.
- The creation of the London Business Network has led to predominantly contract specific engagement through the CompeteFor portal and LDA funded procurement projects but very little attention has been given to wider Olympic related local small business impacts.
- With only two years to go, businesses need to fully understand now the impact that the Games and the legacy proposals will have on the way they work and as such a more dedicated and not just contract-specific engagement programme need to take place to educate local small business owners accordingly.
- Many of these impacts will extend beyond the fringing areas and will have effects on small businesses across London. Businesses need to understand clearly how they can use Games-time, Transition and Legacy activity to help support, strengthen and grow their businesses and how to deal with the day-to-day logistics of running their businesses during these phases.
- The London 2012 Olympic and Paralympic Games are a once in a lifetime opportunity and small businesses will have no choice but to adapt to this unique event happening on their doorstep but they will need help. Help in understanding and help in implementing and with this in mind we propose a long-term engagement programme is implemented as soon as possible to engage with this typically and hard-to-reach community.

## Managing Expectations – Communicating future impacts today?

- Telephones started ringing immediately after London's Bid for the Games was won in Singapore and the clear message from small businesses was and still is, "What's in it for me?"
- Since then, the expectations of small business owners have not been managed well and too much focus has been made on the contract opportunities. This has led to many businesses becoming very frustrated and all too often disengaging from the Games and the Olympic Park Legacy opportunities.
- Small businesses will all too often take a short term, day-to-day view of events and regeneration projects and will leave contingency planning until the last minute. This is largely due to the fact that they don't know what to expect so businesses need to understand now so they can plan for the future.

- Businesses will need to understand how they go about “doing the day job” and what for example pedestrian flow, parking, delivery and logistics accessibility and security impacts there will be.
- Other issues such as disability access, language & cultural barriers, press & media handling, waste management & recycling etc will also need to be addressed on a local level so as not to denigrate any of the work that LOCOG and the ODA have worked hard to achieve to date.
- Other issues such as those associated with the use of the “Olympic Brand” need to be addressed and businesses need to be educated on the how they can legally take advantage of the opportunities available rather than be lectured on the implications if they use the brand illegally, deliberately or otherwise.
- Many small businesses will want to get involved in volunteering and localised CSR activities and will need to understand how they can do this. This may also extend to offering pro-bono goods and services to support the organisers of events and a coordinated approach to this will be needed to ensure benefits ensue for all concerned.
- Olympic Sponsors and Partners are all too often seen as distant from the community aspects of the Games and many small businesses would welcome the opportunity to work alongside these major companies both from a supply chain and a “mentoring” perspective.
- Many owners of small businesses will see the Games as an opportunity to re-vamp their customer offer. Whether through re-training, re-branding, shopfitting or improving their marketing and communications strategies. Many of these businesses will need help in activating and accessing this support.
- During Games time activity, this dynamic is likely to change again albeit for a relatively short period and businesses need to understand these impacts. *“Do we bring in new products for Games time? How do we sell our services to overseas visitors? How are my staff going to get into and out of work during the Games? How do we deal with the media, the crime, the language barriers?”* At the moment, nobody is able to offer answers to these sorts of questions to small businesses on a local level and in a coordinated, easily accessible way.
- Small businesses in and around the area will be well placed to provide goods and services for the venues, across the park during test-events and at Games time but will need to understand well in advance what these opportunities are.

### **Legacy – What does it really mean for Small Businesses?**

- The transformation of this new piece of London is bringing fundamental changes to small business operations with many seeing increased income today as a result of the Build phase e.g. the winning of new supply chain contracts, from new construction customer volumes in café's, from new visitor opportunities. Sadly, though there are still others that are moving out of the area due to transport and access changes, changes in customer dynamics etc. Either way, these businesses need help and guidance in dealing with these changes, for better or for worse.

- There will of course be a need for new businesses across the new venues and across the Park. New retail, catering, horticulture, cleaning, security, event management and logistics opportunities will emerge and it is hoped that many of these are derived from existing small, local businesses.
- Jobs are being created now and will be created during Games Time but what are the implications after the Olympic Torch flame is blown-out. Perceptions of many local business leaders are that most of the retail outlets will close, catering and events activities will dwindle, and security and logistics may not be as intense after the Games.
- During the two year transition phase where some of the Venues will be converted into legacy mode, this may well be the case but we need to understand to what extent and manage expectations by communicating this message. Questions are being asked now – “What will happen to staff employed on the Park during the Games?” “Will there be business relocation opportunities either elsewhere on the Park or in the Fringes?” “What will the costs be of closing down some of these operations?” “What will the new job and contracting opportunities be across the Park during legacy conversion” “How will they be managed?”
- There needs to be a coordinated approach to the business legacy across the Venues and the Park and agreed, joined-up governance of this will be key across the hosting Boroughs
- This join-up needs to include all employment, skills and business support agencies that work across the Olympic Park Zone to ensure consistent messaging and joined up communications takes place that doesn't deter businesses from getting involved. A single brand “one-stop-shop” type approach to this will encourage take-up of business support in all its formats.
- Key to this is the creation of a support network that works beyond the typical information, diagnostic and brokerage model. There needs to be an organisation created that not only links up businesses to each other for contracting opportunities but that offers locally delivered coal-face support through communications, 1-2-1 advice and counselling, access to finance, affordable start-up workspace and “move-on” space. This could form the basis of an Olympic Park Small Business Club based in one of the flagship venues on the Park that works closely with the local Enterprise Agencies, Chambers of Commerce, local and regional economic development authorities and many of the other groups that represent businesses and enterprises across the Zone.
- New businesses will naturally gravitate to this new piece of London and there needs to be work done now that determines what sectors need to be encouraged to be developed and what levels of support they will require.
- The “Green Enterprise” sector has to be a priority sector when looking at potential legacy development opportunities as will the tourism, creative and cultural and retail sectors.
- As well as established businesses looking to “go green” and move into the Zone, the Olympic Park will stimulate and capture the natural entrepreneurialism that exists the across the diverse communities of the hosting boroughs and far beyond.

- Self employment is job creation and often brings rapid growth and innovation to an area. Self employment in areas of deprivation is a successful driver of economic change in the fringing areas and presents great opportunities across the whole of the Park Zone.
- Working with young people and developing a well supported youth enterprise programme is crucial to encouraging the development of a legacy of new small businesses in years to come.
- Existing fringing businesses will need to understand who their new business neighbours are and what opportunities and indeed threats they may bring. Retail standards will need to change to compete with the Westfield Shopping Centre and local town centres will need to consider their own identities and their unique selling proposition. This will need specialist support and this is essential for sustained survival and future growth of those businesses.

## Next Steps

- A transparent, regular and **business specific** approach to direct communication with local businesses in fringing communities should be considered as soon as possible. Even after five years since London won the bid to host the Games, businesses still express a need for regular communications about what's happening and what's going to happen on their doorsteps later on. **A detailed business facing communications plan now needs to be developed.**
- **Direct engagement** through business focussed road-shows and other business themed events should take place as soon as possible. N.B. Business engagement should not be limited through websites and leaflets and it needs to be **localised** to ensure success.
- Local business leaders should be identified now as **"Small Business Ambassadors"** both for the pre-Games phase and the Legacy Phase. Small businesses like to know that their peers are on top of the issues and that they can have discussions with them on the same or similar level.
- Consideration should be made for the creation of a business-led **Olympic Park Small Business Club**, (or Partnership or Association) alongside the **"one-stop-shop" approach to business support** in advance of completion of the pre-Games development. From the outset, it must have very clear objectives that it will be a key player in assisting and enhancing wider economic development across the Olympic Park Zone as well as identifying more localised commercial opportunities.
- Venue planners need to **identify premises** to house Olympic Park Small Business Club / One-stop-shop and this should be based in a venue on the Olympic Park as soon as is viable. It needs to be accessible and seen as a "hub" to "spokes" of support activity across the local fringing communities. A "Container City" style approach to provision of training space and flexible workspace all under one roof should also be considered in or very near the heart of the Olympic Park Zone and as soon as possible.
- During the post-Games transition phase, the **potential for providing interim flexible business workspace space within the sporting (and non-sporting) venues** is huge and should be considered now.

Each venue could be themed as sector specific business space (e.g. Aquatic Centre for environmental businesses or creative and cultural industries in the Handball (Multi-Purpose) Arena and businesses would be offered these spaces on a temporary basis and under preferential terms. Once conversion have been completed and venue ownership has been determined then these business could be offered relocation to more permanent bases perhaps in the IBC/MPC.

- **Olympic Partners and Sponsors should be encouraged to engage directly with the local community**, offering for example, peer support to local enterprises and encouraging local small businesses to take a more dynamic role in their own micro-corporate social responsibility especially through volunteering and work placements.
- Governance and management of any business engagement & support activity should be **business led and with arms-length involvement of OPLC and the London Business Network**. It would need to have funding allocated by the key stakeholders, appoint a Business Board of local business leaders and business support agencies and have the powers to commission specific programmes that would both enhance the Park and help create a solid and sustainable economic legacy across the whole Olympic Park Zone.
- Key to the development of these proposals will be the **allocation of appropriate level of funds** and resources to further research develop and then enable any proposed, long term business engagement programme. It is likely that a **10 year business plan** will need to be drawn up that covers the Pre-Games, Games-Time, Transformation and Early Years Legacy phases in the development of the Olympic Park.

End.

July 2010



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Dear Len,

### **Social enterprise and the Olympic Park**

London's vision for the 2012 Olympic and Paralympic Games is an ambitious one, with a key emphasis on leaving a positive and sustainable legacy across the country. That ambition, however, will only be fully realised if the UK's social enterprises play their part.

We all want to showcase London's Games not only as an inspiring sporting spectacle, but crucially as the first to achieve the real, revolutionary regeneration of deprived neighbourhoods through training, jobs, new homes and new organisations. Social enterprise will be a cornerstone of our Olympic and Paralympic Games story and the leaders of the regeneration in the long term are the social entrepreneurs emerging from local communities where the Games is already starting to bring about tangible transformation.

Social enterprise delivers because it creates opportunities for those least likely to experience prosperity - regardless of the economic climate. In difficult circumstances, social enterprises have underlined their economic resilience. Since the economic downturn began, 56% have increased their turnover from the previous year whilst less than 20% have seen it go down.

In this context, the 2012 Olympic and Paralympic Games has enormous potential to inspire new wave of social enterprises and to act as a catalyst for successful social enterprises to grow and flourish.

As a result, there has been much attention around the idea of a social enterprise hub in the Olympic Park after the Games: focusing sustained growth, development, interest and investment in social enterprise alongside the ambitious regeneration of East London. This would certainly give social enterprise a springboard to play their part in ensuring the strongest possible legacy for the Games.

#### **The potential of a social enterprise hub or 'square mile'**

There is profound potential for the social enterprises to play a part in the legacy use of the Olympic Park. In terms of the running of the Park, social enterprises are well positioned to be the provider for facilities maintenance, catering or security.

Using the Media Centre as a hub for start-up social enterprises to work alongside established and experienced companies from the sector will spread best practice and create an ambitious and coherent culture around the start-up and scale-up of social enterprises in the capital.



There are a great many social enterprises within London – our network currently stands at over 2100 members and is constantly growing – but there are similar barriers that start-up social enterprises face when they are looking to expand once they have a proven business model. Some of these include:

**Need for expert advice** – this includes access to specialist advice around legal and financial issues.

**Develop consortia** – the trend towards larger contracts being commissioned from the public/private sectors to reduce the overall number of contracting relationships. This requires smaller organisations such as social enterprises to increasingly bid as part of a larger consortium in response.

**Office space and meeting facilities** – which are flexible and affordable.

**Ethical supply chain** – for social enterprises, knowing who to commission services from is often crucial to ensure that the vision, values and social value of their work is retained or enhanced through their supply chains.

### Examples of established co-working spaces in London

#### CAN Mezzanine

CAN Mezzanine offers high-quality, affordable serviced office space for social enterprises and charities in prime locations.

[www.can-online.org.uk](http://www.can-online.org.uk)

#### Tech Hub

TechHub is a new and exciting space in London for tech companies not just based nearby, but entrepreneurs and others in the tech industry from across the UK, Europe, the US and beyond. It's a community space reflecting the vibrancy and global outlook of the technology scene.

[www.techhub.com](http://www.techhub.com)

#### The Hub

The Hub, a social enterprise itself, is a global community of members who can use the shared working space in 12 cities including London where members can also host meetings with clients and partners.

[www.the-hub.net](http://www.the-hub.net)

Where the Olympic hub would be different to all of these spaces is in the unifying focus on social enterprise itself – combining the enterprising and entrepreneurial approach of business creation with the social impact and creation of social value through a commitment to their social aims.

Co-locating social enterprises that deliver practical programmes with more strategic bodies will ensure that there is a more frequent day-to-day dialogue between practitioners and policy advocates.

### Wider context – delivering a tangible and holistic Olympic legacy

The Strategic Regeneration Framework for East London, driven by the five Olympic Host Boroughs, states:

“The London host borough sub region could become an area of economic and social opportunity within the next two decades. If this opportunity is realised, then the sub region will make a significant contribution to the London economy, and remove longstanding inefficiencies related to high levels of economic inactivity and exclusion.”



Developing an integrated investment and development framework to manage future growth and deliver the stated aimed outcomes will be essential. The need to apply socio-economic principles within physical plans, coordinating investment in jobs, housing, transport, the environment and public services, around an agreed vision and set of priorities to bring benefits to the local area is made clear within the Strategic Regeneration Framework.

In this context, the vision behind the social enterprise hub is especially compelling – catalysing business creation, attracting established social businesses, stimulating new jobs, creating new mixed communities and enhancing existing neighbourhoods around the park.

The London 2012 Games is an unparalleled opportunity to set London as a world leader, not only in the stadium and the swimming pool, but outside in the community – raising aspirations and delivering social innovation for a new generation. The social enterprise movement is ready to play its part.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Allison Ogden-Newton'.

Allison Ogden-Newton  
Chief Executive

**GREATERLONDONAUTHORITY****Mayor's Office****Len Duvall AM**

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**Our ref:** MGLA230710-5905**Date:****02 SEP 2010**

Dear Len

**Re: Legacy of the Olympic Park venues**

Thank you for your letter of 22 July, and for the opportunity to respond to your question on the transformation budget for the Olympic Park. Thank you also for your invitation to comment on the emerging themes and issues from your investigation into the legacy of Olympic Park venues that you have raised with Margaret Ford. I have only commented on these matters where I can add to the Olympic Park Legacy Company's (OPLC) responses.

**A breakdown of the £350 million budget for the initial transformation of the Olympic Park.**

Whilst an estimated figure of £350 million of the Olympic Delivery Authority's budget to deliver transformation works has been made public, a breakdown has not been released for commercial reasons. This figure does not represent a separate budget, rather it is the element of the ODA's budget for delivering infrastructure for the Games that has been identified as relating to physical post-Games activities to make the Park suitable for handing over to the legacy owners for future use and further development, and to enable the ODA to meet the various planning and other statutory obligations which have been placed on it to convert the venues and other infrastructure to their legacy use. Post-Games works include, for example, removing the temporary 'wings' and seats from the Aquatics Centre, re-configuring roads and bridges, and removing areas of hard-standing and significant landscaping activities. Of course, some elements of transformation scope have not yet been finalised, for instance in the main Olympic Stadium, pending final decisions about long-term use. And even where final designs are available, much of this work has not yet been procured, therefore it would be commercially prejudicial to reveal individual sums against each project.

I will leave it to Margaret to respond to the specific topics arising from your investigation. However, it is worth saying that in establishing the OPLC, jointly, with Government, I was motivated by a strong desire to have a single organisation responsible and accountable for securing the best possible legacy for the Olympic Park. As a Founder Member and 50% shareholder of the company, I monitor and review its activities, and approve all major funding and policy decisions.

**Direct telephone:** 020 7983 4100 **Fax:** 020 7983 4057 **Email:** [mayor@london.gov.uk](mailto:mayor@london.gov.uk)



The OPLC are making good progress with their legacy plans, including securing a long-term legacy use for the stadium, and beginning work to test market interest in the media and press centres. I am determined that momentum is maintained on these plans in order to secure the confidence of the market, and of Londoners. I am equally determined that the park should be open to the public as soon as possible after the Games. This is why I am working closely with Government to ensure that the Games budget, and the budget for legacy, agreed as part of the Spending Review, are robust enough to meet all the demands we foresee. I have agreed with Government that I will be involved in decisions affecting these budgets.

**Based on representations from artist studio providers in east London, the potential for rising property values around the media centre to reduce the availability and affordability of workspace for existing creative businesses.**

The OPLC is committed to building on the fantastic wealth of creative talent that East London has become known for. The company is working with the London Borough of Hackney to explore the Borough's vision for the area of the Olympic Park in which the media centre is located, so that it can become a "digital media and creative industries hub" within a vibrant, attractive and commercially viable district on the Olympic Park. Full consideration will be given to this proposition, alongside other potential viable uses.

I recognise that one of the unfortunate consequences of regeneration can be the displacement of existing residents and uses by rising property values, and that this is an issue of particular concern to artists and studio providers in the area. That is why, in my draft Olympic Legacy Supplementary Planning Guidance (OLSPG), covering the Olympic Park and surrounding areas, on which I will be consulting the Assembly and public in the autumn, I am protecting and promoting established cultural and creative clusters in the area, and ensuring planning decisions and policies secure provision of new premises suitable for occupation by the creative sector. The draft SPG will also encourage boroughs and developers to include within their proposals for the redevelopment of sites for employment use and mixed-used development, provision of new, small industrial units, or managed workspaces, that are accessible to new-start businesses and small and medium-sized businesses at sub-market rates.

**How to ensure that high-skilled, permanent employment opportunities on the Olympic Park are available for local people after 2012.**

I am clear in my ambition that London 2012 should be used as a once-in-a-lifetime opportunity to address the blight of unemployment that affects many local people living in east London, and give them the right skills to compete in the labour market long after the Games are over. That is why I have endorsed the Strategic Regeneration Framework (SRF), and its overarching objective to achieve convergence in the five Host Boroughs with the rest of London. The Host Boroughs are giving priority to tackling worklessness because of its importance in improving individuals' personal life outcomes, and there is a continuing dialogue about the appropriate infrastructure to deliver this work stream. The Greater London Authority and its functional bodies will look at what practical support we can give to help deliver this convergence aim. At the same time, the LDA will continue its investment in skills programmes focused on the five boroughs until 2013.

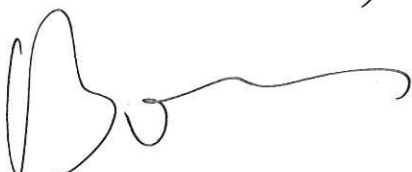
Equally, it is important that we build on the best practice that has been gained from the Games-related, employment and skills initiatives that have already been put in place on the Olympic Park construction site, and in preparing for Games-time jobs through LOCOG and its contractors. The London 2012 delivery bodies and their partners have also begun to plan in earnest to ensure a continuing jobs and skills legacy through the transformation of the park into legacy mode. This will provide a strong foundation for the OPLC to drive forward its emerging socio-economic policy, working with partners, to maximise the opportunities for sustainable employment for local residents as the park develops. Initiatives like the Stratford Retail Academy (of which OPLC is part), which will help local people to access the estimated 8,500 retail jobs at Stratford City, and the LDA's further investment of £15 million to enable sustainable employment outcomes for local people demonstrate the very real commitment of partners to delivering a tangible socio-economic legacy in the Host Boroughs.

### **The benefits of involving local communities, both in consultation about the future of the venues and in the ownership or management of venues**

I know that OPLC is committed to providing every opportunity for local people and businesses to participate in every element of the park and venues, at the same time as delivering quality and co-ordinated services across the park. The company will be developing a comprehensive community engagement strategy later this year that will seek to develop real and lasting relationships with local communities, and ensure that they are fully involved in shaping, and benefiting from, the long-term regeneration of the Olympic Park and the surrounding areas.

I do hope this gives you a clear idea of how I intend to influence Government, and the work of the OPLC, and how important ensuring legacy benefits for local communities in east London is to the OPLC, and to me personally.

Yours ever,



**Boris Johnson**  
Mayor of London

Cc: Baroness Ford



# **Legacy of the Olympic Park venues**

**Written submission to the London Assembly  
Economic Development, Culture, Sport and  
Tourism Committee**

**September 2010**



# 1.0 Stadium

## Stadium update and background context

Since its establishment in May 2009, the Olympic Park Legacy Company (“the Company” or OPLC) has been keen to re-examine all the potential legacy options for the Olympic Stadium in order to secure the very best option for its long-term use and provide value for money for the public purse.

Between March and June this year, the Company conducted a first phase market testing exercise in order to gauge the market’s interest and views on the Stadium’s possible usage post Games. This process has been successful and has demonstrated a significant level of interest in the Stadium, attracting over 100 participants.

A group of interested parties submitted an expression of interest in the Stadium. In addition, we have also been talking to other organisations that did not provide a formal response. The main findings showed that:

- All parties backed a multi-use stadium with athletics as part of the mix and potential commercial, health and educational uses in the Stadium’s undercroft.
- The market favoured a reduction from Games time capacity of 80,000 seats to options ranging from 25,000 seats to 60,000 seats depending on their proposals.
- The demand was for a long-term lease.

This process has allowed the Company to explore the Stadium options with the market and has proved invaluable in demonstrating the range of possible uses. The findings have provided the basis for shaping the Stadium offer and enabled OPLC to select the most effective approach to securing a viable Stadium legacy.

OPLC and its Founder Members have since agreed five objectives for the legacy use of the Olympic Stadium. These are:

1. To achieve a viable long term solution for the Olympic Stadium that is deliverable and provides value for money.
2. To secure a partner with the capability to deliver and operate a legacy solution for a venue of the Stadium’s size and complexity.
3. To re-open the Stadium for operational use as rapidly as possible following the 2012 Games.
4. To ensure that the Stadium remains a distinctive physical symbol supporting the economic, physical and social regeneration of the surrounding area.

5. To allow flexible usage of the Stadium, accommodating a vibrant programme of events allowing year round access for schools, the local community, the wider public and elite sport.

On August 18<sup>th</sup> 2010 the Legacy Company commenced the next stage in the process to secure a long term legacy for the Olympic Stadium. The Company is now offering the opportunity to apply for the right to lease the Stadium on a long-term commercial basis following the 2012 Games. Parties interested in submitting a bid are requested to complete a Pre-qualification questionnaire (PQQ) by 30<sup>th</sup> of September. Evaluation of completed PQQs will permit OPLC to invite bidders to participate in a competitive process that will lead to an agreement for lease of the Stadium. The Company's goal is to select a tenant and conclude an agreement for lease by spring 2011.

## **1.1 The importance of securing a high level of footfall at the Olympic Stadium, and how this can be achieved?**

### **Footfall is important for a number of reasons:**

- Delivering value for money for the public purse: Maximising usage and access whilst achieving best value for money will be central to the successful operation of the Olympic Park venues including the Stadium. A high level of footfall will serve to maximise commercial income and help to minimise public subsidy in securing the Stadium's long-term viability.
- Securing an animated and lively Park: Attracting a high level of visitors to the Park will help to ensure that the Park stays a vibrant and animated place that remains in the public consciousness beyond the 2012 Games.
- Creating a new district and a new destination: A high number of visitors to the Stadium has important implications for the Park as a whole. Our long-term vision for the Olympic Park includes creating a major new district for London and a must-see, must return visitor destination. The Park will be a new premier sporting-centre for London attracting world class events. Our intention is to create a unique and inspiring place drawing local, regional, national and international visitors to the Park and its venues. This will serve to enhance the reputation of the area and create a positive shift in perceptions and regeneration impact.
- Regeneration of the Park and the surrounding area: A high level of footfall will benefit the local economy and business particularly in the retail and hospitality sectors. This will also create associated employment opportunities. The Stadium in post Games mode should aim to provide complementary offers in the areas around the Stadium and the Olympic Park and avoid competing with or replicating business models in operation close by. Operation of the venue should aim to support initiatives in the neighbouring vicinity as part of a coherent economic development strategy.



### High footfall can be achieved through multi-use:

- **Mix of use:** The initial market testing has reinforced the Stadium's flexibility and its potential to host a wide number of sporting, educational and cultural events. The Stadium's field of play can accommodate and be adapted to a diverse range of activity. Market testing has indicated an appetite for sporting uses including athletics, football, rugby and cricket. The testing also confirmed that the interested parties are confident that different sports can co-habit in the Stadium, as well as concerts and other cultural events.
- **Undercroft areas:** Proposed uses of the extensive undercroft areas within the Stadium structure include educational, sporting, commercial, conferencing uses, a potential visitor attraction and Stadium tours – which have proved popular in former Olympic stadiums such as Munich and more recently Beijing. A wide range of day-to-day usage can contribute significantly to visitor numbers, as well as enhancing the wider offer on the Olympic Park. An overall offer which appeals to a varied audience also provides a more secure base for revenue streams.
- **Core and subsidiary use:** Modern stadiums are designed to be used seven days a week and be real community assets. The flexibility of the Olympic Stadium provides the opportunity to guarantee a core or principal use through an anchor tenant, whilst also being able to sustain wider complimentary community and elite use of the venue.
- **Community use:** Local access to the Stadium, the other venues and the Park itself is hugely important to the Olympic Park Legacy Company. Through active community engagement initiatives (such as twinning local schools with neighbouring venues etc.) regular, local footfall can be raised.

### High footfall can also be supported by complementary offers of:

- **An events programme:** The Legacy Company is currently developing a comprehensive events programme aimed at maximising opportunities to attract visitors and generating a high and constant level of footfall to the Park. The programme will include events from the following categories: sport, culture, art, community, business and social enterprise. An important part of the programme focuses on bidding for world class events such as the 2018 World Cup. This however does not affect the lease negotiation process for the long term use of the Stadium. In addition, the provision of athletics facilities at the Stadium will allow national and international events to be held at the Park.
- **The Orbit:** The Stadium's close proximity to the planned ArcelorMittal Orbit provides the opportunity for combined visits to both venues. There is scope for joint marketing with the Orbit, and the offer of Stadium tours and any visitor attraction it may accommodate.
- **Other venues:** Our intention is to embed the Stadium as part of the overall offer of the Park, and to maximise synergies between other facilities and venues including the Aquatics Centre which will help to draw visitors.
- **Westfield:** The adjacent Westfield shopping centre also provides the scope to attract shopper tours and offers a complementary Park draw.

- Excellent transport: The Stadium's proximity to the main transport hubs in and around the Park will assist greatly in ensuring high footfall and its ability to bid to attract and host large events.
- World Class Park: Our aim is to create a world class park which includes a premier centre for sport, events and leisure activities.

## 1.2 How to ensure that the Stadium is available for local community use after the Games?

- The Company is committed to providing an Olympic legacy which provides benefits and new opportunities for local people. The Company has been explicit on this area during both the initial market testing exercise, and the subsequent bidding stage. The level and type of access to the Stadium for the local community, as well as opportunities for local employment are all issues that bidders are asked to address in the Pre-Qualification Questionnaire.
- One of the five objectives set by the Company and Founder Members for the legacy use of the Stadium is:

“To allow flexible usage of the Stadium, accommodating a vibrant programme of events allowing year round access for schools, the local community, the wider public and elite sport.”

Extract from Memorandum of Information page 17

- As stated previously, the Stadium has a very flexible field of play area which can be used for a number of sports (including athletics and the major ball sports) and events. The undercroft space is extensive and includes an indoor warm-up running track. This space lends itself to accommodating educational, health and sporting facilities as well as visitor attractions. Both the field of play and undercroft areas could encourage a high level of Stadium visitors and users, with a substantial proportion expected to come from the neighbouring areas through innovative use by tenants. The Company, during the bidding process, will ask bidders to outline their plans for encouraging community access and use to this area and the Stadium as a whole, and this is reflected in the Pre Qualification Questionnaire.
- Similarly the potential provision of a warm-up track could be used extensively by the local community and would be the focal point for community athletics in the Borough of Newham.
- It should also be noted that all of the respondents to the soft market testing exercise expressed a desire to make the Stadium accessible to the local community, recognising the importance of local people in making the venue successful, vibrant and maximising usage of all aspects of the offer.

### 1.3 The advantages and disadvantages of selling the venues or retaining them under public ownership for renting out?

There are a number of options with regards to the ongoing operation, financing and management of venues depending on the mode of ownership.

#### General advantages of public ownership:

- The venues can be operated with consideration to and adherence to public priorities. Their operation can also be focused to support local regeneration strategies and to maximise local socio-economic benefits.
- In the case of the Olympic Park, retention of venues under public ownership can also allow for an estate management approach to ensure consistency of the offer. If the venues are sold to individual owners they may all be operated in a different way to different standards. OPLC is committed to the highest standards of environmental sustainability and estate management using the Park's assets to create a place that is accessible to everyone.
- Under a lease agreement, the asset remains within the public sector but the associated ongoing operational risk resides with the private sector.
- Public ownership can allow for a partnership approach between the public and private sectors, whereby the private sector delivers and the public sector enables.

#### Main disadvantages:

- The main disadvantage of public ownership is that not all financial risk can be transferred to the private sector.
- In addition, given the straitened financial climate, appetite for operators and companies to take on the risks of managing and financing built assets may be diminished.

#### Main advantages of selling venues:

- A capital receipt may be raised for the public purse.
- Ultimate financial risk transfers from the public sector to the private sector.
- Venues can be operated very flexibly and commercially.

#### Main disadvantages:

- The public sector is unable to influence the operation, management and venues offer, or pursue objectives in the public interest.
- There may be limited market appetite for certain types of venues, unless they come with a guaranteed income stream from the public sector.
- Loss of funded assets from the public balance sheet.

- Different venues could be subject to different management regimes which in the case of the Olympic Park could result in a disjointed feel for visitors, and more importantly, risk disparities between the quality in delivery of services.
- Commercial priorities may result in local people and sports clubs not being able to access the venues.

The Company feels that its decision to offer a long-term lease for the Stadium offers the best mixture of the public and private in this particular instance.

## 2.0 Press & Broadcast Centres

### Press & Broadcast centres background context

The North West district within the Park includes three main buildings with very different functions:

- Press Centre, an office building of approximately 30,000m<sup>2</sup> (320,000ft<sup>2</sup>);
- Broadcast Centre comprising approximately 53,000m<sup>2</sup> (570,000ft<sup>2</sup>) of flexible commercial space and a further 9,000m<sup>2</sup> (96,000ft<sup>2</sup>) of offices; and
- Multi-storey Car Park (“Car Park”) with capacity for over 1100 parking spaces during the 2012 Games.

### 2.1 Whether the technical specifications of the media centre – such as connection speeds and studio space – are sufficient to attract tenants from the media industry?

The Press Centre and Broadcast Centre buildings have strong external connections to power and telecom services. Both buildings offer multiple connection points to the services coming into the building. As part of the fit-out of any space taken by a tenant, the interior space will need to be hard-wired to connect to these services providing tenants with the opportunity to sign up with preferred service suppliers.

### 2.2 Given competition from other ‘creative hubs’, the importance of developing viable alternative plans for the legacy of the media centre?

The London Borough of Hackney has a vision for the North West District of the Olympic Park to become a “digital media and creative industries hub”. The Legacy Company is very keen to explore the potential for such uses, in addition to others, that would achieve the ambition of a vibrant, active and inclusive district in the Olympic Park.

To support this, the Olympic Park Legacy Company is launching a market testing process for the Press Centre and Broadcast Centre in early September 2010. This process will be targeted at all sectors (including media and creative industries) and invites interested parties to submit expressions of interest to the Legacy Company.

We are undertaking this market testing exercise to help determine the legacy use of the site and are keen to receive ideas from all interested parties; these could include investors, developers, operators and tenants interested in the existing buildings, as well as organisations interested in alternative uses for the whole or part of the site.

## **2.3 Based on representations from artist studio providers in east London, the potential for rising property values around the media centre to reduce the availability and affordability of workspace for existing creative businesses?**

The Legacy Company is committed to creating a vibrant, active and inclusive district in the north west of the Olympic Park site. Over time, as businesses move into the area, the Park develops and job opportunities increase for both existing and new workforces, the Legacy Company would expect property prices to rise reflecting the growing success of the area.

We recognise that this could have unintended negative consequences for existing local residents and artist communities. To try and mitigate against this, the Legacy Company is working closely with the Mayor on the development of his Olympic Legacy Supplementary Planning Guidance (OLSPG) in order to help promote and protect creative clusters in this area through planning regulations. The Legacy Company is also fully supportive of the related work being undertaken by its partners, such as Design for London and the London Thames Gateway Development Corporation, in the Hackney Wick area. This involves securing and sub leasing a vacant warehouse (Atlas Wharf) in a supportive yet sustainable way, to smaller scale creative enterprises via SPACE studios.

## 3.0 Socio-Economic Interventions

### 3.1 How to ensure that highly-skilled, permanent employment opportunities on the Olympic Park are available for local people after 2012?

- The Legacy Company is committed to working with our partners including the five Host Boroughs, as part of the convergence agenda set out in the Strategic Regeneration Framework, to increase job and business opportunities and skills development, as well as reducing worklessness for local residents. Our ambition for the Park in legacy is that it will be a centre for economic innovation, start-ups and social enterprise, generating skilled employment, first class education and training opportunities and raised incomes.
- The Legacy Company is currently developing its Socio-Economic policy. This covers three key themes of: **Housing, Social Infrastructure and Employment, Skills and Enterprise**. This policy will be integrated with the wider regeneration efforts of a range of partners and will set out our early thinking on what the job, skills and enterprise opportunities might be over the lifetime of the Olympic Park development, and how we intend to work with our partners to maximise, quantify, plan for, and ultimately capture and measure those opportunities.
- The OPLC has a dedicated team to co-ordinate socio-economic activity, which is already engaged in a number of working groups including the Olympic Operations partnership that delivers the 'Jobs, Skills, Future' initiative, the LEST 2012 Implementation Group, the Stratford Retail Academy and various local borough based partnerships.
- We are currently scoping a range of projects of employment, skills and enterprise projects under the broad headings of 'Building Park Careers' and 'Enterprising Places and People' and which build upon existing initiatives and best practice including:
  - A skills forecasting scheme looking at opportunities on the Park over time
  - A training programme linked to Stratford Retail Academy
  - Supply chain and enterprise initiatives to help local businesses to benefit
  - Consideration of contract conditions and targets
  - A review of community ownership models, and affordable workspace
  - Promotion of employment and enterprise hubs both permanently and as interim uses
  - Supplier and employee engagement programmes
  - Encouraging the development of Higher and Further Education facilities on site

## 4.0 Community Involvement

### 4.1 The benefits of involving local communities, both in consultation about the future of the venues and in the ownership or management of venues?

The OPLC is committed to community engagement and outreach. This includes consultation and involvement on the long term plans for the Park and the venues.

The relative 'strength' or 'success' of any community will have knock on effects in all quality of life indicators such as safety, crime, anti-social behaviour, health, education, employability as well as attitudes and perceptions of the area. In short, there are strong business, political and moral drivers behind the crucial need for effective community involvement.

Developing local ownership, responsibility and pride can have significant transformational effects on an area and importantly on how it is perceived. Finally it is worth acknowledging that the communities around the Park will provide a significant 'client base' for the Company. In order to successfully animate the Park and the venues in the early years of reopening after the Games (and to ensure this daily activity continues much further into the future) it will be necessary to draw people in on a daily basis. This necessary, regular activity can only be achieved by connecting to local communities.

In addition to this, commercially there is an imperative to invest in community engagement because ownership and community involvement can play an important factor in combating crime, anti-social behaviour and other activities which prove a disincentive to investment (and potential venue operators), dramatically reducing development values and commercial interest.

The Company, with its development and stewardship role, needs to embrace an inclusive and respectful approach which fosters the creation of a successful, cohesive place that is valued and 'owned' by the communities that live and work around it.

An appreciation of the strength and importance of these factors has resulted in the Company identifying "Community engagement" as one of its priority themes cutting across all areas of work. A Community Engagement Policy is being developed to support this and a sub committee of the Company board has also been created specifically entitled the "Communities Committee".

There will be a number of important interfaces between the corporate Park operations and venues management and external community involvement, including:

- Park activation – attracting a regular flow of daily visitors (joggers, dog walkers, weekly swimmers etc) to animate the Park and draw more people in via 'the multiplier effect'
- Pricing structures and access to venues and events before and after the Games



- Programming and delivery of events within the Park – supporting home grown events of all scales from Teddy bears picnics to the CREATE festival etc.
- Ongoing operator / residents relationship – as with “Considerate Construction” similar standards and process needed for Park management as well
- Governance and accountability structures in place to manage relationship with residents existing and new (potential Community action / Friends of the Park groups etc)
- Exploring viable opportunities for community asset ownership models
- Promoting scope for smaller contract opportunities and supply chains within local communities and businesses via skills training, work experience, employment and enterprise opportunities etc.

## Appendix:

### OPLC employment, skills and enterprise projects currently being scoped

**Labour market forecasting project** – We fully support the view expressed at the Committee's 8<sup>th</sup> June session, that ensuring local people have the relevant skills to access jobs in and around the Park is key, and to facilitate this we have allocated resources to develop an OPLC labour market forecasting function. This will enable OPLC to provide information to local schools, colleges and training providers on the type and volume of job opportunities that will be available on the Park after the Games and influence the design and delivery of career Information, Advice and Guidance (IAG), skills training and employment provision in the Host Boroughs. This builds on existing ODA arrangements for construction but will incorporate other sectors including hospitality.

**Stratford Retail Academy 'Olympic Park training programme'** – using information from the labour market forecasting project, we will work partners to design and deliver a range of tailored Olympic Park skills development programmes linked to real vacancies at the venues and on the Park. Our first phase of this project is being developed with Westfield and partners, where we are developing the Stratford Retail Academy curriculum to accommodate future Park/venue skills requirements.

**Job Brokerage** – OPLC agrees that we cannot just look at the supply of skills, but also the recruitment process and using the experience gained from the ODA's Jobs, Skills and Futures model and the Westfield 'Employer's Charter'. We will be working with future Park tenants to encourage the use of local job brokerage services and use of tools such as early notification of vacancies to support local employment.

**Supply chain project** – based upon the successful East London Business Place project, we are keen to have a supply chain initiative which tailors support for SMEs, including Social Enterprises and matches Park developers/tenants' buying opportunities to the local businesses and includes activity such as Meet the Buyer events and a local business directory.

**Enterprise Hub** – we are currently scoping how space can be used within the community anchor facilities on and around the Olympic Park to support local entrepreneurship. The hub could provide workspace to incubate social and youth enterprises, facilitate links with sponsor businesses and Park tenants to act as enterprise mentors, and deliver tailored business support services as well as accommodate on-site training and job brokerage. We are engaging with organisations like Business in the Community and Social Enterprise London on this agenda.

As well as working with partners to deliver specific jobs, skills and enterprise projects our socio economic policy will inform, and be embedded in, all areas of the Legacy Company's work and planning including;

- The promotion of key employment hubs at Hackney Wick, Pudding Mill, Stratford Waterfront and Three Mills which drive the creation of new business clusters in key growth sectors and provide entry and higher level employment and business start up opportunities for local people.

- The inclusion of community benefit requirements, and relevant targets where appropriate relating to local employment, apprenticeships and the use of local supply chains, in development briefs for construction and end use phases and in all venue and estate management business plans, specifications, contracts and sub contracts.
- Allowing scope to explore community ownership models and affordable workspace that incubates new and growing businesses and supports social enterprise.
- Encouraging the development of Higher and Further Education facilities on the site to generate international interest, support research and development and reinforce London as a leading place to study and the Park as a place to locate and grow cutting edge businesses.
- Planning pre and post Games events as a way to keep local people engaged in the Park; to provide volunteering, employment and supply-chain opportunities and to attract inward investment and increased visitor spend into the local economy.
- Preparing and delivering an interim uses strategy for the development platforms that considers innovative uses including temporary space for social enterprises and start up companies.
- Developing the Company's Corporate Social Responsibility agenda; as part of this we are currently piloting three internship placements.