

**Written submissions received for the London Assembly's
Legacy Limited: A review of the Olympic Park Legacy
Company's role**

February 2010

Commission for a Sustainable London 2012

The Commission for a Sustainable London 2012 was established in January 2007 to fulfil a bid commitment that there would be independent sustainability assurance. CSL's aim, as set out in Terms of Reference that were approved by the Olympic Board, is to provide independent assurance and commentary in order to enable the sustainability objectives of the London 2012 programme to be achieved and to support a sustainable legacy. Further details about the Commission together with published reports can be found at www.cslondon.org.

The Commission commented on the legacy proposals to date on pages 25-29 in its Annual Review published earlier this year (see http://www.cslondon.org/documents/CSL_2008_Annual_Review.pdf) and will focus on them again in its forthcoming review. At that time the Commission expressed concerns about the way legacy was being developed and made the following recommendation: The GLA and Government should ensure that the OPLC currently under development for legacy has the long term sustainable development of the Olympic Park enshrined in its objectives, governance, management capacity, structures, funding and business plan and will ensure integration with wider Lower Lea Valley initiatives.

In January 2009, the Chair of the Commission wrote to the Co-chairs of the Olympic Board (the Mayor and the Minister for the Olympics) making the following recommendations:

- The principle of maintaining the Olympic Park as an exemplary sustainable development should be embedded in the key documents of the company such as the Memorandum and Articles, business plan etc.
- Recruitment of the Chair and Chief Executive should place a heavy emphasis on sustainability and the ability and willingness to pioneer new standards
- The non-executive board should have a position for a leader in the field of sustainability to champion the issues at board level
- The board should also have representation from the community
- The Special Purpose Vehicle (Olympic Park Legacy Company) should be subject to a similar level of independent assurance to that currently applied to the Olympic programme
- A senior sustainability position should be created within the Special Purpose Vehicle (Olympic Park Legacy Company), supported by adequate resources
- Funding should be made available to ensure the sustainability of the park is maintained in the early stages of development
- The sustainability standards set out in the Legacy Masterplan Framework (LMF) Protocol should be converted to contractual obligations for developers, this should not be left solely to planning requirements
- The strategies of the Lower Lea Valley should be coordinated in such a way as to create 'virtuous cycles' of sustainability. For example, the development of organic waste disposal facilities that are able to provide fuel to developments such as the Olympic Park, which are energy self-sufficient.

Olympic Park Legacy Company

1. STRUCTURE AND FUNCTIONS OF THE OPLC

Established in May 2009, the Olympic Park Legacy Company (OPLC) is a public sector, not for profit company limited by guarantee with three founder members: the Mayor of London, Secretary of State for Communities and Local Government, and the Minister for the Olympics. The Mayor owns 50% of the shares and the Government members jointly own the remaining 50% share.

Baroness Margaret Ford has been appointed as the Company's Chair and Andrew Altman as its Chief Executive. The Company has recently moved to its new office in the heart of the community close to the Olympic Park site at East Thames House, Stratford. The OPLC is being geared towards a flexible, lean corporate structure that promotes team working and enables the Company to meet the resourcing levels required to deliver the distinct phases of an ambitious and enduring legacy.

The appointment of the Company's Board is expected to be finalised in October 2009 and follows a national recruitment exercise. The Board members will be appointed by the Founder Members and will provide collective expertise in the following fields:

- Urban regeneration and/or economic development;
- Marketing and event management;
- Sport or sports development;
- Community development or social enterprise;
- Commercial property development expertise;
- Large scale estate and facilities/park management;
- Finance/legal; and
- Architecture and design.

The Board will support the Chief Executive and Chair in their roles and provide leadership, advice and support to the executive team in setting the strategic direction and overall policy of the company, monitoring standards, performance and best governance practice.

The Company's structure is aimed at providing the right balance between autonomy and credibility to attract commercial investment and at the same time ensuring proper accountability and a long term relationship of engagement with local communities. The Company is committed to transparency in all its business processes and procedures which will meet the highest standards of public accountability and scrutiny. The Chair and Chief Executive will represent the OPLC at appearances before Parliamentary Select Committees and the London Assembly as required as representatives of the Board and Company.

The Company has been established to be responsible for the long term planning, development, management and maintenance of the Olympic Park site. It will have four main functions:

1. Operations and stewardship of the Olympic Park: ensuring the Olympic Park with its world class venues and assets are well managed, maintained and utilised to their full potential.
2. Olympic Park development: developing the plans for the Olympic Park to create a new metropolitan centre for London and a diverse, vibrant community which will act as a catalyst for the regeneration of the Lower Lea Valley.
3. Marketing and promotion of the Park: attracting private and public investment, engaging the local community and promoting the Park as one of the best places in the world to live, work, visit and enjoy sport and leisure.
4. Social community and economic programmes: working with partners to ensure that the Games and the redevelopment of the Olympic Park enable the Lower Lea Valley to become a location of choice, maximise benefits to local communities and catalyse wider regeneration and economic development.

The Company's broad vision is to deliver an exemplary regeneration scheme which will create a lasting legacy for the London 2012 Games by developing the Olympic Park into a new prosperous, vibrant and sustainable community for London centred around parklands and facilities that promote active sports and leisure participation for local communities, visitors and elite users.

2. BUDGET AND FUNDING

It is important to note that the Company is in its early days of operation and is going through the process of defining the range of tasks ahead and the legacy work programme.

The OPLC has developed its operating budget for the period up to 2012/13, which includes an interim budget for the current financial year. The interim budget covers the costs for the Company's set up phase (May to December 2009) and the current financial year operational phase (January – March 2010). During the period from 2010 – 2013 the Company will receive funding from the LDA to cover the full employment and corporate overhead costs associated with the transfer of functions from the LDA, together with an allocation of relevant LDA programme budgets up to 2012. In addition the Department for Communities and Local Government has committed to provide £800,000 of funding for this financial year.

Additional funding will be required to cover the full extent of the OPLC's corporate costs beyond 2013 and programme budgets beyond 2012 which the OPLC is currently discussing with its founder members.

The OPLC will set up an Audit Committee as part of its Board to oversee financial reporting processes and monitor the choice of accounting policies and principles.

3. RELATIONSHIP WITH OTHER ORGANISATIONS (GLA, LDA, ODA, GOV, LVRPA)

The Mayor and the Government are joint founders of the OPLC and as such the OPLC is accountable to them for the running of the Company and the achievement of its objectives.

The Olympic Delivery Authority (ODA), the London Organising Committee of the Olympic Games (LOCOG), Lea Valley Regional Park Authority (LVRPA), the London Development Agency (LDA), and, it is important to note, the five Host Boroughs are OPLC partners. The OPLC is committed to a collaborative approach in its delivery, seeking solutions which maximise the benefit of working in partnership.

The Company's relationship with the five Host Boroughs is key to ensuring that the regenerative benefits from the Park are fully maximised and spread beyond its immediate borders impacting on communities across east London. The OPLC will be coordinating activity to tie in with the boroughs' Strategic Regeneration Framework and fringe masterplans. The OPLC will also be undertaking extensive community engagement in the Host Boroughs around the Park. Fortnightly meetings between the borough Chief Executives and the OPLC are already taking place.

The OPLC will be working with the ODA and LOCOG in the run up to the Games on detailed plans for the venues and site infrastructure. The Company is already working closely with the ODA on arrangements to reinstate the Park after 2012 and in particular the transformation of the venues and Park infrastructure for use after the Games.

LVRPA owns the northern end of the Park including the sites for the Velodrome and the Eton Manor venue. LVRPA and the OPLC will be working together on management of the Park in order to ensure the Velodrome, Eton Manor and surrounding parkland are weaved in to the fabric of the whole Park and consistent management practice is applied across all areas.

The Company has been building on the foundation laid by the LDA as interim legacy client in the development of plans for the Park. The Company is working with the LDA on the transfer of LDA Olympic Park land and staff assets. The OPLC will continue to work with the LDA in order to maximise regeneration benefits for local people through linkage with the LDA's socio-economic programmes.

It should also be noted that close partnership working with the commercial sector is critical to the OPLC for attracting long term private investment into the Park. The Park offer will be capitalised through linkage to the Westfield and Crossrail projects.

The OPLC has the endorsement of the five Host Boroughs, LVRPA and the LDA who believe that the establishment of a dedicated legacy vehicle in the form of OPLC offers the most appropriate model for creating a successful Olympic Park legacy.

4. ARRANGEMENTS FOR THE TRANSFER OF LAND TO OPLC INCLUDING THE REPAYMENT OF DEBT INCURRED BY THE LDA

To ensure a seamless transition from Games to legacy, the Company has already started work to build on preparations for the development of the Park after the Games. An immediate priority is for arrangements between the Government and the LDA to be put in place to allow the transfer of freehold land in the Olympic Park and the land at Three Mills to the OPLC.

Arrangements for transfer of land and the repayment of debt are two separate issues. Discussions are ongoing and complex. We fully expect that the discussions the LDA are having with Government will come to a satisfactory conclusion very soon.

The critical objective agreed by all partners is that the OPLC should have clear, unfettered title to the land so that it can enter into the most commercially advantageous arrangements with the private sector and manage the entire park to ensure its sustainability and value.

Receipts from development and delivery of receipts from land disposals will enable OPLC to contribute to repayment of monies owed to the lottery funders as set out in the Memorandum of Understanding on Olympic funding.

5. ACTIVITIES THE COMPANY WILL BE ENGAGED IN PRIOR TO THE GAMES

The main priorities for the Company in the run up to the Games will be:

- Working with partners including the Host Boroughs, Olympic partners, commercial organisations and community groups to secure economic and social benefits for local people and to support the regeneration of east London
- Finalise reinstatement arrangements with the ODA and LOCOG to prepare for use of venues and infrastructure after the Games
- Development of our first corporate plan and a work plan for its delivery
- Prepare development plans and a business case for legacy use of venues and the Park
- Develop planning strategy, submission of proposals and secure planning permissions
- Early programming of varied events for animation of the Park
- Promote and secure the regeneration and development of the Park area as a high quality sustainable mixed community to secure maximum investment and developer interest
- Recruitment of senior staff

There will be three delivery phases:

1. Planning and preparation phase from now to 2012: OPLC will be working with the ODA and LOCOG and other partners on detailed plans for the venues, the site infrastructure, the management and maintenance of the Park after the Games and starting to market the Park to investors.

2. Reinstatement of the Park from 2012 – 2014: working with the ODA and other partners on the transformation and reinstatement of the Olympic Park, the permanent venues, site infrastructure and opening up parts of the Park for community use and some early attractions and events.

3. The third phase from 2014 – 19 will cover the first five years of development with the Park emerging as a new dynamic metropolitan area of London.

6. PLANS FOR THE REVIEW OF THE LEGACY MASTERPLAN FRAMEWORK (LMF)

The emerging plans for the Olympic Park are set out in the LMF that was initiated in 2007. The LMF provides a long-term flexible framework for the development plots within the Olympic Park, the waterways, infrastructure and built assets which include the five sporting venues and the International Broadcast Centre and Main Press Centre (IBC/MPC). The masterplan is being developed alongside a Strategic Regeneration Framework promoted by the five Host Boroughs, which will address the regeneration needs of the area around the Olympic Park.

The company's vision is to create a diverse and dynamic community which is connected to its neighbours and which acts as a catalyst for the economic regeneration of the Lower Lea Valley and east London. It is the Company's aspiration to create a "must visit, must return" destination which celebrates its sporting legacy with world class facilities for elite athletes and sporting experiences for local residents and visitors.

It is this vision with a sharper focus on sport and sustainability that underpins the Company's current approach in reviewing the LMF. The OPLC expects to submit an outline planning application in the first half of 2010.

London Borough of Tower Hamlets

Evidence was received from the London Borough of Tower Hamlets as a letter, dated 26th October 2009. If you wish to view an electronic copy of this document as a Pdf please contact Richard Berry, Scrutiny Manager at Richard.berry@london.gov.uk

Greater London Authority

Overview

The Mayor agreed in May 2009 to form a Company to act as the single champion for the physical, environmental and sporting regeneration of the Olympic Park. This Company approach was decided upon in consultation, not only with fellow company Founder Members in Government, but also the LDA and Olympic Host Boroughs.

This decision was reached so that the Olympic Park Legacy Company (OPLC) had the necessary independence and skills to act in the best interests of all legacy stakeholders but also in a commercially minded manner so as to extract value from the investment made by the Mayor and Government in funding the Games.

The Mayor and Government are now working to ensure that the OPLC proves to be an exemplar regeneration agency, fit for the 21st century. The Company Founder Members wish for the OPLC to be appropriately incentivised to act in a commercial manner, whilst being sensitive of the need to work in partnership with the surrounding boroughs to ensure a successful socio-economic legacy.

The current negotiations to mobilise the Company and give it unencumbered access to the Olympic Park land also need to take account of the role played by the LDA in securing the ownership of the Olympic Park land for the Games, and the debt it took on as a result of this. Positive negotiations on this issue continue apace and should be resolved within the next few months.

The OPLC is now focused upon setting up its leadership team, following on from the quality appointments of Baroness Ford as Chair and Andrew Altman as Chief Executive. It is also reviewing the Legacy Masterplan Framework so as to make the sporting elements more prominent and ensure an appropriate mix of family housing, aspirations completely supported by the Mayor.

Moving into 2010, the Mayor expects the OPLC to begin actively marketing development opportunities and the potential for events on the Park after the Games so that legacy delivery can begin immediately after the Games.

What benefits the new model for governing the Olympic legacy will deliver

The approach taken to the set-up and establishment of the OPLC will ensure that it is commercially minded to extract value from the investment in the Games but also accountable to its Founder Members, the Mayor and Government. Given the likely change of focus of the OPLC over time, from planning for legacy, to activating and managing the park, to extracting commercial benefit from development, it has been set up in a manner that will give Founder Members broad oversight of its activities whilst ensuring that it is not overly encumbered with bureaucracy and multiple reporting.

Whilst the OPLC will not have direct responsibility for the socio-economic legacy of the Games in London (which covers a wide geographical area and range of policy areas, and falls across the remit of several partner agencies including the LDA and local authorities), it will nonetheless be more attuned to the need to shape the legacy development in such a way as to create a successful place connected to its surrounding communities. The OPLC is

already a key partner (along with the GLA) in the host borough-led Strategic Regeneration Framework which will aim to bring the host borough average on a number socio-economic indicators in line with the average across London.

The relationship between the Olympic Park Legacy Company, other London 2012 organisations, the Mayor and Government

The Mayor and the Government are joint founders of the OPLC and as such the OPLC is accountable to them for the running of the Company and the achievement of its objectives. The OPLC Chair and Chief Executive have already met with the Assembly and have committed to continuing to do so in the future.

The OPLC will operate in a collaborative way with the many essential partners in the area, but also with a sense of purpose and leadership so as to ensure that developers and investors view it as the leader of physical regeneration in the area. Where appropriate it is likely to enter into agreements with the host boroughs, LDA, LVRPA or other landowners to ensure that there is seamless regeneration between the OPLC area and its surrounding communities.

Strong working relationships have already been forged with the ODA and LOCOG to ensure that vital knowledge is captured and legacy benefit is derived from the design and construction of venues and the Games-time overlay.

What targets the Company should work toward and what criteria it should use in decisions over the legacy use of the park and its venues

While the OPLC is still in the process of mobilising, it is not appropriate for it to set any definite long-term targets. These will be set out in its corporate plan that will be approved by its founder members in time for the next financial year.

However, the Mayor has a range of broad aspirations that he would like to see the OPLC working towards and to which it is already responding. The sporting legacy of the Games is very important, not only because of the investment in world-class sporting facilities but also because of the potential they have in driving down obesity within the London population. The area of East London in which the OPLC will operate has a significant demand for family housing and the review of the LMF is already looking at how to bring this about. The Olympic Park itself will be a significant asset for the company and for London and should be opened to the public as soon as practically possible.

Lessons the Company can learn from similar events and projects in the past

The early establishment of the OPLC is one of the key lessons learnt from other Games. London now has an independent and commercially-minded Company shaping and creating a place for communities and investors. Previous host cities did not create such entities until after their Games, as a result suffering from a period of stagnation in the period immediately after the Games, and missing opportunities to build legacy considerations into pre-Games construction and planning.

Ensuring that the investment in the Olympic and Paralympic Games has a long term benefit for London and East London will be an overall objective for the Mayor. Canary

Wharf is often cited as a missed opportunity in terms of regeneration, which is true in part – the life chances of many residents of Tower Hamlets have not improved in accordance with the wealth that has been created on their doorstep. The Mayor has already supported the host borough ambition of convergence in the proposed new London Plan and the OPLC is acutely aware of the need to adopt a different approach to regeneration. However, it is also worth noting that Canary Wharf has succeeded in putting London at the forefront of financial services in the world, has some of the highest quality office accommodation in the world and has changed the economic geography of London. The OPLC will want to emulate the Docklands in these respects.

Lee Valley

Introduction

1. This submission has been prepared by Lee Valley Regional Park Authority (LVRPA) in response to a letter from the Chair of the EDCST on 21 September 2009, requesting views on the Olympic Park Legacy Company (OPLC).
2. In preparing this response, LVRPA has focused on the four key issues raised in this letter:
 - What benefits the new model for governing the Olympic legacy will deliver
 - The relationship between the OPLC, other Olympic organisations, the Mayor and the Government
 - What targets the Company should work toward and what criteria it should use in decisions over the legacy use of the park and its venues
 - Lessons the Company can learn from similar events and projects in the past.
3. Also, in preparing this submission we have reviewed both the EDCST 2012 report published in July 2009 and our own publication *Parklands, Venues and People*, which was issued to Assembly Members in December 2008. In this document we set out our thinking about the Olympic Park, given we are owners of some 20% of the land (35% of the parklands), and have committed to fund and run both the VeloPark and Eton Manor (Hockey and Tennis Centre) in legacy.
4. This response is not about LVRPA, but it is worth reminding Assembly members of our work. In summary:

LVRPA was established by Act of Parliament in 1966. The 26 mile, 10,000 acre Lee Valley Regional Park stretches from Hertfordshire through Essex, North and East London, Olympic Park, down to the River Thames. We are the only statutory leisure development and management organisation of its kind in the UK, with a remit covering all forms of sport, leisure, entertainment and nature conservation. We were set up to provide these services for the people of London, Essex and Hertfordshire – and it is important to remember that while others (local authorities for instance) may provide some of these services at their discretion, doing this is our statutory obligation.

The Park is a mosaic of award-winning open spaces, sports venues, heritage sites, country parks, farms, golf courses, lake and riverside trails, campsites, marinas, angling and boating locations attracting more than four million visitors a year. The Park has nine Green Flag awards. We host around 500 local, regional and national events every year including education and community projects.

The Authority has a representative Board structure with elected councillor Members nominated by their own councils from across the regional constituency – London, Essex and Hertfordshire, including individual Members from the four Lower Lee Valley Olympic Boroughs. We have just instituted a new governance structure with a six strong Executive Committee to provide more effective Board leadership, with half from London and half from Essex and Herts.

We leverage money from the private sector and government grants to enhance the Park, so do not rely solely on the contribution from the taxpayers of our regional

constituencies. £51 million of capital investment has been made in the Lee Valley Regional Park over the past five years.

5. We have committed to run the White Water Canoe Centre (WWCC), VeloPark and Eton Manor tennis and hockey centres in legacy. The WWCC is just north of the M25, near Waltham Cross, Hertfordshire in the heart of Lee Valley Regional Park and only 40 minutes, door to door, from Liverpool Street station. Construction work started on site this summer and we will open to the public in Spring 2011, a full year before the Games for white water canoeing and rafting. This “pre-Games legacy” is important for the committee to note, especially as this is the **only** brand new sports venue being constructed for the Games outside Olympic Park and the only one to open to the public ahead of the Games.

The LVRPA will ensure that during the summer/autumn of 2011 every London Borough will have the opportunity to send a school group to the White Water Canoe Centre.

What benefits the new model for governing the Olympic legacy will deliver

6. LVRPA strongly endorses the new OPLC. This single focus agency for legacy planning for the Olympic Park is welcome and much needed. It will take both a long term strategic view and be able to reconcile more local factors; this single strategic focus is perhaps the number one benefit this model will deliver.
7. The OPLC provides a focus for leadership and partnership working. We all recognise the significant leadership role that OPLC has and in the appointment of Baroness Ford and Andrew Altman, the organisation has two experienced operators. LVRPA, along with many other organisations, looks forward to seeing the Board announced shortly and the recruitment of the senior management team. Attracting high quality executives who can operate in an environment where the OPLC needs to utilise its influence more than real power, is essential. It is clear that partnership – an overused word in recent years – will be the key to successful delivery of legacy. We welcomed Baroness Ford’s comments at the EDCST on 21 October that she and Andrew Altman feel these partnerships are being effectively forged, involving landowners, such as LVRPA, the host boroughs, regional and national government, and the private sector.
8. While London is clearly ahead of the game in terms of starting to assess legacy use post 2012, it is imperative that the business planning work currently underway is conducted in a credible manner and as indicated by Baroness Ford, takes stock of the current economic and housing situation, whilst also providing a realistic view of the economy in the years after 2012.

The relationship between the OPLC, other Olympic organisations, the Mayor and the government

9. It is for others to comment on the OPLC’s relationship with other organisations, but LVRPA’s experience to date has been very positive. Early meetings between the two agencies have seen alignment on a number of issues. These include:

- The focus on 2012-2014 (the transformation period) as a key timeframe to deliver quick wins for Olympic Park in Legacy – especially the phased reopening to the public of the different parts of the Park
 - The need to both maintain and animate the open spaces to a high standard
 - A coherent and seamless approach to the management of the parklands based on OPLC and LVRPA being the main landowners
 - A strong brand that can appeal to all potential visitors and users, from local to international, from community to commerce
10. LVRPA believes that the accountability of the different organisations involved in the Olympics has become clearer with the arrival of OPLC. Put succinctly, the LDA was responsible for assembling the site; the ODA for delivering the infrastructure; LOCOG for running the Games and OPLC will take on the legacy. We are aware of the inevitable implications of this structure in relation to design details on the ground. What is needed for 2012 may not be needed for Legacy.

What targets the Company should work toward and what criteria it should use in decisions over the legacy use of the park and its venues

11. In our document, *Parklands, Venues and People*, we set out three key tests for Olympic Park:
- **Accessible** – both physically and economically within reach of a wide cross section of the UK’s diverse communities. The Park should focus on the needs of residents from the five core boroughs – Hackney, Newham, Tower Hamlets, Waltham Forest and Greenwich – while meeting the wider needs of the rest of London and the UK
 - **Flexible** – spaces should be adaptable and used for a broad range of events, from educational programmes to international competitions
 - **Varied** – it should be used every single day attracting the broadest possible range of people to be engaged, inspired and enthused by the space where – we all anticipate – the greatest Olympic and Paralympic Games in history were staged.

We believe that these criteria cover some of the key areas for the OPLC to apply to Olympic Park specifically.

12. We have already met with OPLC to discuss the VeloPark legacy plans. We anticipate that the main Velodrome – which will be used for Olympics and Paralympics – can and will open again soon after the Games, to provide cyclists with a brand new, world class facility and avoiding any “mothballing” of this venue.

In addition we anticipate that the post Games “transformation” – which comprises an adjustment of the BMX track, the construction of a one mile road track and a mountain biking circuit – will be completed by 2014. We therefore believe that the complete VeloPark will be fully operational by 2014 providing people of all ages and abilities with all forms of cycling to enjoy – elite, club cyclist, amateur and beginner including excellent facilities for disabled riders.

13. We note that the EDCST intends to examine the individual legacy arrangements for buildings at a later date (para 2.2 of 15 September EDCST report). We look forward to contributing to this report in relation to the VeloPark, Eton Manor and WWCC.
14. As the EDCST is aware already and welcomed in its July 2009 report (page 24), we have committed to running the VeloPark in legacy. We have a solid track record running such venues, including the Lee Valley Athletics Centre, which provides a similar mix of opportunity for novice and elite athletes to that which the VeloPark will provide for cyclists. LVAC attracts 145,000 users a year, many have never tried athletics before, let alone in such an inspirational venue and competing in the same arena as Beijing 400m gold medallist Christine Ohuruogo. It is also:
- one of only two High Performance Athletics Centres in the UK
 - host to almost half Team GB's athletes
 - home to Enfield and Haringey Athletics Club – one of the top five clubs in the country
 - a venue for regional and county athletics Performance Squads
 - a regional hub for the training of athletics coaches
 - a regional venue for the English Institute of Sport
 - a regular host to international athletes from a range of sports including fencing, netball and wheelchair rugby
 - home to a thriving regular development programme for disabled athletes
 - host to an Academy encouraging eight to 14 year olds to try out athletics and signpost talented youngsters to clubs where they can make the most of their skills
 - host to one of the few non-football related Playing for Success schemes which re-engages local pupils who are finding school difficult, by using athletics to stimulate their interest in numeracy, literacy and ICT.

This inclusive approach of engaging hard to reach able bodied and less able groups, creating sports development pathways and providing the best facilities for elite athletes means LVAC has accessible, flexible and varied programming, providing a solid asset for the London and the wider region.

15. Planning permission for the venues at Eton Manor was granted at the end of October. It will be home to four indoor and six outdoor tennis courts; two hockey pitches which will hold international events; part of the mountain biking trail from the VeloPark and five-a-side football.
16. The WWCC, just north of the M25, will be an outstanding venue for white water canoeing as well as a major white water rafting attraction. It is being built for legacy and includes an intermediate course as well as the main competition course.
17. We will ensure all three venues are well used by a variety of target groups from beginners to elite athletes with extensive community use, outreach and sports development programmes. They will join the other regional sports venues the Authority owns – the Athletics Centre, Lee Valley Riding Centre and Lee Valley Ice Centre – to create a chain of sporting excellence through the Lee Valley Regional Park.

Lessons the Company can learn from similar events and projects in the past.

18. The EDCST background paper referred to The Dome, which has a well documented and difficult history. It is now known as The O2, one of the most successful performance venues in the world. In the end it took the risk taking of the private sector to transform this venue and we believe the private sector will be crucial to the success of Olympic Park. This is both in terms of private sector operators and creating a positive environment to attract private investment.

Sydney, Barcelona and Munich have, in particular, successfully developed their legacy Olympic Parks into vibrant visitor destinations and prominent additions to the city landscape.

An example from previous host cities includes Munich. In 2005 the city's Olympic Park lost Bayern Munich football club from the Olympic Stadium - a significant revenue stream. A 'Sea World' attraction opened in 2006 and has proved highly successful adding a fresh dimension to the Olympic Park destination.

A range of visitor accommodation is vital if the London Olympic Park can realise its potential to deliver value and benefit across London and throughout the UK. If we assume that Stratford City and central London will be the locations for four and five star hotels, then OP needs substantial three star accommodation, which for example could be a youth hostel or accommodation associated with a Field Studies Centre - for schools, families and athletes. Sydney opened a 70 bed YMCA in 2005. This is over subscribed and cannot meet demand.

Other issues to note for the Committee

19. We welcome the further review being implemented by OPLC to the Legacy Masterplan Framework (LMF). While it is important to submit this for planning approval as soon as practical, it is more important to get it right for the long term future of the Park. It is also worth reminding the Committee that London's legacy planning remains ahead of that of other Olympic cities at this stage. Whilst there is no room for complacency, progress remains good.

As the other main landowner, we look forward to playing a significant role in the LMF's preparation and subsequent implementation. We envisage a good mix of security, park rangers, grounds management activity and environmental and biodiversity planning to ensure a vibrant park. We will seek to engage a broad range of volunteer programmes that engage local and regional communities and minority ethnic groups.

Branding for the Olympic Park in legacy is vital. One of the great legacies for previous cities has been their ability to continue to use the word "Olympic" in perpetuity. If this were possible it would be a great advantage for London 2012 and Olympic Park, based on the associations visitors will make when using the Park.

20. The EDCST's paper makes little mention of ongoing revenue funding for the parkland's management, as opposed to venue management. The capital investment in roads, bridges, pathways and canal improvements is significant, alongside more traditional "green space". The annual cost of simply maintaining these assets will be significant too. In time the new developments in and around OP will deliver value

which will underpin the funding of the management and maintenance of OP, but at least in the early years a mechanism needs to be found to provide the revenue funding required.

21. Finally we believe that it is essential that Olympic Park connects in all directions north, south, east and west. Linkages with other visitor attractions and landowners will create an even better visitor destination attracting even more people to this fantastic iconic venue

Sport England

1. Who is Sport England

- 1.1 Sport England is the Non Departmental Public Body responsible for building the foundations of sporting success by creating a world-leading community sport system, where everyone has the opportunity and motivation to take part in sport.
- 1.2 We invest National Lottery and Exchequer funding in organisations and projects that will grow and sustain participation in grassroots sport, and create opportunities for people to excel at their chosen sport.
- 1.3 The London Olympic and Paralympic Games present us with a unique opportunity to drive participation and inspire a new generation of people to take part in sport.
- 1.4 Our Active People Survey, which measure sports participation shows that progress is being made. The number of people participating regularly in sport has increased by more than half a million since the Olympic bid was won.
- 1.5 Our investment in sport over the next four years will get a further million people taking part in sport at least three times a week – (sustain participation) something no host nation has ever achieved.
- 1.6 Beyond the games our strategy is to build a world-leading community sport system. This means creating an environment where we have the right number of places to play sport, whether with a club or voluntary group, in a leisure centre or playing field, and providing encouragement and expertise so sport is seen as a habit of a lifetime. Those with talent will be nurtured and parents will pass the benefits of sport onto their children.

2. Experts in sports facilities

- 2.1 Sport England has over 20 years experience of investing in, and advising on, the design and development of sports facilities that attract and enable all sectors of society to play sport.
- 2.2 We have built a team of in-house experts who advise local authorities, commercial owners, clubs and governing bodies and education establishments on the design and development of sports facilities.
- 2.3 We are the only national body with a strategic view of facility provision across the country. Therefore, a key role of our facilities and planning work is to improve strategic planning for sports provision with stakeholders and partners across the sports landscape.
- 2.4 Sport England has supported and advised on over 5000 developments since 1994 (the launch of the National Lottery) ranging from building new club houses to constructing major stadium. Our unique role and years of experience enable us to advocate excellent facilities and planning models, promoting best practise and lessons learned.

- 2.5 Based on our experience there is much misconception over what strategy to employ when developing new facilities. The myth is that we simply need more facilities everywhere. We believe that when deciding what facilities to build consideration should be taken for the supply and demand of sports provision in that area. A full needs and evidence assessment should be conducted so that facility use and revenue generation can be maximised.
- 2.6 Each community differs in terms of demographics, the current level and quality of provision and, local financial parameters and local priorities. As a result there is no standard for the level of provision that can be applied across every community.
- 2.7 Such an approach means owners can assess what facilities already exist in the surrounding area and what demand there is from the local community. By doing this the right number of facilities, in the right locations – and facilities that are fit for the 21st century (e.g. crèches, moveable floors, multi-sport facilities) are developed.
- 2.8 Successful models are developed when the local authority works with neighbouring authorities, Sport England and the national governing bodies of sport to produce a Local Development Framework for the area.
- 2.9 If provision is going to support our drive to encourage and maintain more people playing sport we need modern facilities that are used by more people, more of the time, supporting community use and talent development.

3. The Olympic and Paralympic Facilities

- 3.1 Our role with regard to the Olympic and Paralympic facilities programme is to work with the Olympic partners to ensure the design and development of the facilities (inside and out of the park) provide sustainable and accessible community facilities which increase participation without displacing other users from existing sites. We do this through information, influence and investment.
- 3.2 With regard to our investment in the park facilities. Specifically, we have invested or committed to invest in three of the venues, namely;
- The white water centre at Broxbourne (committed £900,000).
 - The Aquatics Centre (invested £40million)
 - The VeloPark (invested £10.5)
- 3.3 In addition to the facilities within the park, we have invested £6.5 million in our National Centres of sport, for state-of-the-art equipment and facilities to aid our elite preparations for London 2012, and provide the local community with places to play sport. The National Centres are;
- Bisham Abbey National Sports Centre
 - Lilleshall National Sports Centre
 - Plas Y Brenin National Mountaineering Centre (PYB)
 - English Institute of Sport, Sheffield (EISS)
 - Caversham Lakes

- 3.4 It was Sport England investment in Weymouth Sailing Academy that has enabled the centre to become a world-leading centre for sailing and chosen to be the Olympic and Paralympic venue for sailing in 2012.
- 3.5 In terms of influence our expertise was used during the consultation to decide the pre-games training camps and in-games training venues for the Olympic and Paralympics. This role has been extended, and we are now managing the capital investment into these facilities to ensure they meet the international specifications.
- 3.6 We have also supported various national governing bodies of sport that have permanent stadia in the park to ensure that their facilities are built to the governing body standard for club and elite development. For example, we recently supported England Hockey's concerns for adequate hockey facilities for competition post games. Through our influence and evidence we were able to ensure that the specification for Eton Manor gave hockey a suitable post-games competition venue.
- 3.7 Therefore, our role is significant and critical to the success of the legacy of the games.

4. The Olympic Legacy Company

- 4.1 Sport England welcomes the creation of the OPLC.
- 4.2 The introduction of an organisation three years ahead of the games presents an opportunity to ensure the needs of the community are met and the facilities maximised.
- 4.3 Sport England has started to build a strong relationship with the Company, and have advised them on how they could develop the Legacy Masterplan to offer greater benefit for community sport.
- 4.4 We hope that we can assist in the practical challenges of developing an elite and community sport venue from our experience on the National Centres.

5. What benefits will the new model for governing the Olympic legacy deliver?

- 5.1 For those who live in and around East London the Olympic park presents a unique opportunity to continue to grow the numbers of people playing and enjoying sport.
- 5.2 The new model presents an opportunity look again at what we need for a participation legacy for East London.
- 5.3 We are pleased that the Legacy Company is examining the Legacy Masterplan and changing elements which are not suitable for the park in legacy mode. This means that facilities will not just be built for the games but for the community post 2012.

- 5.4 For the Legacy Company to fulfil its potential adequate budget needs to be provided and sufficient level of authority given to the Company in order for it to deliver a legacy.

6 The relationship between the OPLC, other Olympic organisations, the Mayor and the government

- 6.1 Sport England has a strong relationship with Olympic Legacy Company, the ODA, LDA and Lee Valley Regional Park Authority, advising them on the design and development of facilities within the park, so they are suitable for community use and sustainable once the Games is over.
- 6.2 One of the key challenges to delivering a legacy is ensuring a coordinated approach between the various bodies that take responsibility for the various aspects of legacy.
- 6.3 At present there is multiple ownership of the legacy, from the Government, the LDA, the Lee Valley Regional Park Authority, the host boroughs and the OPLC.
- 6.4 We believe that having one body with clear responsibility for coordinating the delivery of the legacy ensures that one strategy and vision is implemented, which avoids duplication and conflict.
- 6.5 Sport England believe the Olympic Legacy Park Company has a key, probably leading, role in delivering this remit, preferably with responsibility for ensuring that major decisions on legacy can be made from a central position.
- 6.6 By having one coordinating body any perceived conflict of interest between the Lee Valley Regional Park Authority and OPLC would be alleviated.
- 6.7 In relation to the LDA and the OPLC, as a matter of urgency the unresolved debate over land holding issues must be addressed to ensure that there is no detrimental effect on the legacy of the Games, and the assets transferred to the OPLC.
- 6.8 Both parties need to come to an agreement in order to ensure that the full benefits of the transition arrangements, from Olympic venue to community venue, can be achieved with minimal complications. We are concerned that if this issue is not dealt with prior to the games, it could delay community access post games.
- 6.9 In order for the OPLC to be able to operate with a clear remit, the issue of debt is also one which should be addressed immediately.
- 6.10 If the work of the OPLC is not to be constrained there must be a sensible decision made on the ownership of debt, ensuring that the Company is not held back from operating to its capacity.
- 6.11 The sooner that the issues over debt and land holding issues are resolved the greater the opportunity for the Legacy Company to exert the widest influence.

7. What targets should the Company work towards and what criteria should it use in decisions over the legacy use of the park and its venues?

- 7.1 The new business plan for the OPLC will provide a clear, tangible direction for the use of the park and its venues.
- 7.2 In terms of the targets and priorities of the business plan, the OPLC should focus on building a sustainable legacy for the people of East London, using a national, local and regional framework, based on a needs and evidence approach.
- 7.3 This means prioritising working with each host borough to assess the current standard, type and suitability of existing facilities and develop an approach in conjunction with them, which focuses on how the park facilities can best be developed to provide complementary provision.
- 7.4 Developing a plan of how the facilities will operate across the five boroughs not only during the games, but for 5 and 25 years after the games is vital if we are going to drive participation in East London.
- 7.5 In terms of criteria consideration for how the park will help drive, investment increases in participation should be taken throughout the decision-making process.
- 7.6 When the games are over, the current proposals suggest that the park will be redeveloped for community use meaning it will be closed to the public until 2013/14, which has the potential to disengage the local community. We believe that consideration should be given to the transition from when the games' finishes to when the park will be available for the community to use. Our suggestion is that events and activities for the local community be incorporated within the plans for redevelopment, so that local people immediately reap the benefits of the park.

8. What lessons can the Company learn from similar events and projects in the past?

- 8.1 The introduction of a clear legacy strategy three years ahead of the London Games is something which has not been tested at previous Olympics. As a result there has been an element of trial and error to reach the point which we are currently at.
- 8.2 Manchester Sports City, The Millennium Dome and Wembley Stadium provide clear examples of projects from the past where lessons have been learnt.
- 8.3 The failure to deliver Wembley Stadium to time and cost is something which received widespread criticism at the time. This is something which has been addressed in preparation for the 2012 Games, with the ODA strongly placed to deliver the facilities to the timescale originally outlined.

- 8.4 The introduction of the Legacy Company to ensure that the venues post Games are put to good use is in stark contrast to the original preparations for the Millennium Dome, which failed to adequately plan for how the facility would be used following its development.
- 8.5 Manchester Commonwealth games model provides a clear example of successful planning for community use post games.
- 8.6 The Manchester model highlights the importance of planning from the outset a design which will ultimately be used by a different sport post games, and developing a structure to accommodate games time events and post games sport.
- 8.7 The Manchester stadium is now used first and foremost as a football ground, with the necessary design features to enable it to be used to host athletics on a temporary basis. This ensured that the investment into the stadium, to create a lasting sporting legacy, was at the forefront of the design process, and is what makes it sustainable.
- 8.8 The success of the Manchester model was, not just about considering a post games strategy, but it was the result of having one overall coordinator of the project (Manchester City Council) that liaised with facility providers across the local area to ensure a complementary approach to developing provision.
- 8.9 Manchester City Council, as the coordinating body, consulted with other providers, governing bodies delivering sport in the area and Sport England to produce a master plan which would help meet the needs of the community without displacing users from other providers.
- 8.10 Sport England is confident that the facilities for the Games will be developed on time and that with three years to go until the games there is adequate time to ensure that plans for how the facilities will be used after the games can be developed to benefit the wider community.
- 8.11 The Olympic Legacy Company has the potential, with the right funding and responsibility, to ensure the park is maximised to its full potential for the whole community.

LDA

Creation of the OPLC

The LDA is enthusiastic about the creation of the OPLC, indeed, as early as June 2008 I told your Committee that I felt that the Olympic function needed to be separated from the Agency - a position that was endorsed by the LDA Board in September 2008. I said that I felt that the scale of the task could distort the Agency's core priorities over the coming years and that it would require specific concentration in order to successfully deliver an Olympic park that has wider sustainable legacy benefits for London.

The LDA Chairman confirmed the Agency's position to the Assembly at our functional body question time session in March 2009, indicating that the establishment of a special delivery company would not only provide the improved focus that the task requires - but would also improve the level of accountability and scrutiny given to the task. However, with regard to the land and debt transfer, this is something we would support on the right terms.

LDA/OPLC Relationship

The LDA has committed to providing funding from 2009/10 to 2012/13 in order to cover the full employment and operational costs associated with the transfer of what were previously LDA functions. This includes the relevant programme budgets - i.e. those budgets associated with the LDA Olympic Legacy Directorate's work on Legacy Masterplanning Framework (LMF), Olympic venues and support for the Strategic Regeneration Framework (SRF) - which have been allocated until 2011/12. In addition, the LDA Board has made the necessary approvals to second the staff responsible for delivering these programmes to the OPLC. I believe that the funding and staffing arrangements that are in place, provide a solid foundation on which the LDA and OPLC must build a productive relationship that will maximise the regeneration benefits of the 2012 Olympic and Paralympic Games for Londoners.

OPLC Relationships with Olympic Stakeholders

It is not for the LDA to comment of the nature of the relationships between the OPLC and other parties, be them the Mayor, Government Ministers or the commercial sector. Suffice to say, all of the Olympic stakeholders are broadly agreed that Olympic land should be transferred to the OPLC in order to best deliver value on Olympic assets. Negotiations between the Secretary of State for Communities and Local Government, the Minister for the Olympics and the Mayor of London are ongoing in order to finalise the exact terms of the planned transfer.

OPLC Targets & Decision Making Criteria

Neither would it be appropriate for the LDA to comment on the targets the OPLC should work toward, or the criteria it should use in order to make decisions - these are matters for their Board to agree with their shareholders. The LDA and the OPLC will be working together in order to ensure that the benefits for local people are maximised through strong links between the work of the OPLC work and the LDA's socio-economic programmes.

Lessons to be learnt

Your letter asks for comments on the lessons that can be learnt by the OPLC from similar events and projects in the past. In Baroness Ford and Andrew Altman, the OPLC have leadership with a wealth of knowledge and experience in successfully delivering large scale regeneration projects. It was clear from the evidence that they recently gave to your Committee, that they are well aware of the lessons that can be learnt both from their previous undertakings and past Olympic Games. I am confident that they will clearly identify any potential obstacles and highlight examples of best practice in the OPLC's detailed business plan.

I do hope that you find this submission of use for the Committee's scrutiny. Should you require any further information with respect to the LDA's relationship with the OPLC, please do not hesitate to contact me.

Yours sincerely,

Peter Rogers
Chief Executive

LOCOG

Dear Dee,

Thank you for your letter asking for LOCOG's input into the EDCST Committee's investigation into the Olympic Park Legacy Company (OPLC).

I am absolutely delighted that the OPLC has been established three years out from the Games to deliver the coordinated development of the Olympic Park and its many venues after the Games have taken place.

The establishment of the Company demonstrates the support and political will from Government and the Mayor to deliver the London 2012 bid promises made to transform East London and leave a lasting legacy, and Baroness Ford has assembled a strong team in the form of Andrew Altman and a Board that represent a collective expertise in regeneration.

We obviously look to the OPLC to secure a good sporting legacy from the Park and its facilities as a key part of its plans and look forward to working with them on this and other areas over the course of the next three years.

Yours sincerely,
Seb

London Thames Gateway Development Corporation

INTRODUCTION

1. London Thames Gateway Development Corporation (LTGDC) is the Government's lead regeneration agency for the Lower Lea Valley and London Riverside, two areas with the greatest potential for growth in London and the Thames Gateway. LTGDC is a non-departmental public body with a board of 13 appointed by the Secretary of State for Communities and Local Government.
2. LTGDC was established in 2004 with an indicative lifespan of 10 years to tackle large dysfunctional areas in the Lower Lea Valley and London Riverside that are unlikely to realise their potential without significant intervention. Government considered an Urban Development Corporation (UDC) with its ability to determine large strategic planning applications and its powers to acquire land, using compulsory purchase powers if necessary, was the best structure for the task.
3. The two areas covered by the UDC suffer from disparate land ownership, major environmental challenges, large scale ground contamination, local infrastructure and access issues, significant deprivation and serious skills deficits.
4. LTGDC, together with partner agencies including the local London Boroughs, is meeting these challenges by developing a clear strategic policy framework. With the investment in and delivery of key projects, LTGDC is acting as a vital catalyst to realise the London Thames Gateway's economic potential.
5. Soon after establishment, LTGDC completed regeneration frameworks, together with fully costed delivery plans, in partnership with the Greater London Authority (GLA) family and the local councils for both the Lower Lea Valley and London Riverside. These provide the policy basis to transform these areas into vibrant high quality sustainable communities with thriving economies. 35,000 new homes and 50,000 new jobs will be created in the Lower Lea Valley with 33,000 new homes and 17,000 new jobs in London Riverside.
6. In 2007, an Opportunity Area Planning Framework for the Lower Lea Valley was formally adopted by the Mayor of London. LTGDC is now working with the GLA to produce a Framework for London Riverside to be adopted by the Mayor in 2010.
7. Masterplans have been developed by LTGDC in association with the GLA family and borough partners for Canning Town, Bromley by Bow, Sugar House Lane, Hackney Wick/Fish Island, Thameside West, Poplar Riverside, the River Roding, the A1306 corridor and Rainham Village. Most of these have been adopted as policy by local councils while work continues on the remainder to refine them.
8. £133.5 million of capital has been invested by LTGDC to 31st March 2009, of which 60% has been invested directly and 40% through grant funding, mostly to the local councils. LTGDC has a further allocation of £80 million of central Government funding for the period 2009-11.

LTGDC WORK IN THE OLYMPIC 'ARC'

9. LTGDC is working with the LDA, the Olympic Park Legacy Company, the host boroughs and other stakeholders to maximise the physical legacy of the London 2012 Games for the local communities. Masterplans are completed or nearing completion to ensure the Olympic Park is fully integrated into the surrounding communities and that they benefit from the investment in the Games.
10. LTGDC is working with the local councils and the ODA to ensure key routes into the Olympic Park are created and the public realm in Stratford, the Three Mills area including Three Mills Lock, and Hackney Wick and Fish Island is improved in order to position these areas for private sector investment.
11. In terms of projects, the National Skills Academy for Financial Services opened in January 2008, with LTGDC providing a £1 million grant, and significant advice and guidance with the business planning of this new facility.
12. In October 2009 LTGDC completed an inward investment & marketing suite, 'The View', high up overlooking the Park. This spectacular space will be used by Think London, Gateway to London, Invest Thames Gateway, UK Trade & Investment, LOCOG, OPLC, CLG and the local councils to attract inward investment.
13. The 'View Tube', a partnership project between LTGDC the Olympic Delivery Agency, Leaside Regeneration and Thames Water has been opened on The Greenway adjacent to Olympic Park, offering a visitor and community centre with a programme of activities, a café, and a viewing platform overlooking the Olympic Park and Stratford City.
14. In Stratford High Street LTGDC has committed £10 million to funding the design and procurement of public realm enhancement works.
15. LTGDC is working with Birkbeck College and University of East London to agree the site acquisition for the new campus with the London Borough of Newham and to secure HEFCE funding. It will invest alongside HEFCE and UEL in the campus with development work scheduled to commence in 2012.
16. LTGDC has agreed with LDA funding to extend the Olympic Combined Cooling Heat and Power infrastructure beyond the Olympic Park to optimise renewable energy opportunities. This will be the first stage in a utilities infrastructure network to cover the entire Lower Lea Valley.
17. In 2010, improvement works funded by LTGDC around Hackney Wick to the canal tow paths and existing bridges and underpasses across the A12 will start.

LTGDC AND THE OLYMPIC PARK LEGACY COMPANY

18. The redevelopment and regeneration of the Olympic Park is one of the largest, most ambitious and longest-term regeneration tasks this country has ever

embarked upon. At the heart of this project is the creation of new communities centred on the Olympic parkland and venues.

19. LTGDC has welcomed the establishment of the Olympic Park Legacy Company and initial meetings have indicated a strong shared ambition for the area, an understanding of the complimentary roles of the two organisations, and a commitment to effective joint working.
20. The Olympic Park Legacy Company will take responsibility for the business planning and marketing of the Olympic Park, venues and commercial opportunities leading up to 2012; the management of the Olympic Park and venues after 2012; the redevelopment of sites in the Olympic Park used for temporary facilities during the Games, and their integration with retained venues; and working with partners to secure economic and social benefits and improvements in the areas of deprivation surrounding the Olympic Park.
21. The priority for the Company is to deliver the development of the former Olympic site as a high quality, sustainable mixed community as well as securing long term development of the venues and parklands in ways which provide national and local sporting and cultural value commensurate with their Olympic heritage.
22. LTGDC is leading on a number of projects in the areas surrounding the Olympic Park to ensure that the surrounding communities maximise the opportunities that will arise from the huge investment in the Park. It is imperative that the momentum that has been created is maintained. The period to 2012 is the time when the Olympic spotlight will be on these areas and they cannot afford to lose out on the opportunity.
23. LTGDC already has a good working relationship with the ODA and the LDA on Olympic fringe projects. Indeed, it has agreed responsibilities for delivery of projects in the Olympic fringe with the LDA, delivered the Three Mills Lock and the View Tube project with the ODA and been closely involved in negotiations around the nature of Olympic investment (e.g. the IBC/MPC) on the surrounding area.
24. LTGDC has started a dialogue with the Olympic Park Legacy Company and expects to develop a strong and clearly defined working relationship. Both parties are agreed that the Olympic Park Legacy Company must focus its efforts on the Park while LTGDC focuses its efforts with the boroughs on rest of the Lower Lea Valley.
25. Of key importance will be the Company's ability to take the long view and not be forced into less than optimum solutions to secure early financial returns. Encouragingly the Company is taking a close look at the draft Legacy Masterplan Framework to ensure that the key principles of place making and connectivity are embedded in the framework; subsequent detailed plans can then be assessed against the key criteria of that overarching strategy.
26. LTGDC will continue to work with the boroughs and the Company to secure physical and social benefits for the surrounding communities, to attract inward

investment and employment opportunities, and ultimately to deliver the jointly agreed government/mayor/LTGDC 2006 'vision' for the Lower Lea Valley.

ODA

Dear Dee

REVIEW OF THE OLYMPIC PARK LEGACY COMPANY

Thank you for your letter of 21 September requesting contributions to your review of the role of the new Olympic Park Legacy Company (OPLC). The Olympic Delivery Authority (ODA) welcomes the creation of the OPLC and the appointment of Baroness Ford as Chair and Andrew Altman as Chief Executive. Going forward, we look forward to working with both as they begin to establish the new Company and the ODA will support them as they develop their long term vision for the Olympic Park.

We have always been clear that there are two stages for the physical Legacy of the Olympic Park. The first phase - for which we are responsible - is clearing the Site, creating the new Park, have moved overhead powerlines underground, building new world class sporting venues and installing new utilities and transport infrastructure. The ODA also has budget for conversion of the Venues post 2012. It will be for the OPLC to determine how the Park should be used post Games in the second phase: to create a new district for London, provide excellent sporting facilities after the Games and link the area with London and the rest of the UK.

Given the infancy of the organisation, we feel it would be premature to outline the specific questions outlined in your letter. However, we are confident that the OPLC will make a significant contribution to ensuring that the London 2012 Family as a whole delivers the regeneration ambitions set out in the bid.

Yours sincerely

David Higgins
Chief Executive