



**Olympic Park Legacy Company and
Lee Valley Regional Park Authority
Joint response to**

**London Assembly Economy, Culture and Sport
Committee's Park Life report**

28 February 2012

The Olympic Park Legacy Company and the Lee Valley Regional Park Authority have been working closely on arrangements for the future operation of the Queen Elizabeth Olympic Park and the management of the venues. Our aim is to ensure that the Park's venues become thriving assets for the community and sporting enthusiasts and will draw people to the Park. We are working to ensure that football is maximised through marketing and ticketing arrangements and that visitors and users of the facilities experience the same high level of quality service and experience throughout the Park.

The Queen Elizabeth Olympic Park's governance structure will be headed by the Park Operational Forum, which will include representatives from LVRPA and the Host Boroughs. The remit of the Operational Forum will include supporting the development of marketing of commercial opportunities across the estate and neighbouring areas. Following the evidence provided at the Economy Culture and Sport Committee's meetings in September 2011 and recommendations published in the Committee's report, Park Life, further consideration has been given to the opportunities for Park-wide marketing and promotional activity, and to the provision of ticketing services across the Park.

Both bodies firmly believe that a 'whole estate approach' will be essential to the success of the Queen Elizabeth Olympic Park in legacy, and we will support the individual elements of the Park through effective cross promotional activity.

This paper provides an indication of the joint initiatives currently being developed by the OPLC and LVRPA..LVRPA has already responded to Recommendation 1 and OPLC will update the committee on Recommendation 2 by October as requested. This document deals with recommendations 3 and 4.

Recommendation 3

The Olympic Park Legacy Company and Lee Valley Regional Park Authority should develop a joint marketing strategy for the venues and the Olympic Park, which sets out plans to market the Park as a whole and encourages people to visit multiple venues. The OPLC and LVRPA should confirm their plans to develop a joint strategy, and what mechanisms they will put in place to ensure coordinated delivery of the strategy, in responses to the Committee by the end of March 2012.

The Legacy Company, which moves to the London Legacy Development Corporation in April 2012, will have the strategic marketing lead for the Park. It will be responsible for the development of the Park brand, as well as driving footfall and revenue across the Park. This strategy will be developed in close consultation with the LVRPA as the senior partner.

The venue and Park operators and developers will market each element within the Park to its distinct relevant market, but also recognise the importance of promoting the Park as a single destination with a range of opportunities for a full day's visit. To ensure maximum impact from this range of marketing activities a co-ordinated approach is essential. A series of tools is being put in place to facilitate this including:

The Park **Marketing Steering Group** will ensure a collaborative approach to promotion that takes account of the different elements of the Park. It will communicate on a regular basis and where appropriate agree joined up marketing plans and campaigns ensuring best use of resources. It will also consider the opportunities for cross selling/upselling of the experiences and attractions, as well as promoting the free programming and leisure opportunities. The Steering Group will include representatives from each of the venues, attractions and other Park partners.

In addition, the following initiatives are currently in development:

- OPLC will **develop a specific consumer facing Park brand** to be used to promote the whole of the park and the facilities within it as a major destination. The Park's venues will operate as sub brands within the over arching Park brand. This is being developed in conjunction with LVRPA and other stakeholders.
- The Park will be marketed to **local, London-wide, national and international visitors**, and will offer everything to visitors from a brief wander through beautiful parklands through to being a major full day out destination. The chief objective of the marketing activities will be to maximise footfall, repeat visitation and revenue for the Park, attractions and venues.
- OPLC will lead proactive annual and seasonal **marketing campaigns** designed to promote the overall Park offer. LVRPA and other partners will promote the specific permanent and temporary attractions and facilities within the Park, segmented to focus on different audiences, markets and activities. OPLC's marketing team will provide marketing support to event owners if required, and co-ordinate with each venue operators' marketing teams. All venues will conduct niche marketing campaigns to reach sports fans, participants and those who wish to try new sports – eg sports clubs,

disability sports groups, education groups – where necessary these will be coordinated with the overall Park-wide campaigns.

- **Community outreach:** OPLC and LVRPA recognise that the Park will serve many different communities and that the marketing – and indeed the Park offering – must be relevant to as many people as possible. In addition to traditional marketing routes, consideration is also being given to social marketing and community outreach. The potential to deliver marketing materials in a range of languages is also being considered. Both organisations will build on the good relationships they have in the community already to promote the use of their venues in legacy.
- The Park will have an interactive consumer facing **website** that features all of the permanent and temporary attractions and promotes the ‘whole day out’ approach, as well as the individual facilities for the more casual visitor. The website will be accessible, easy to navigate, and will link to ticketing options where relevant. Registration on the website will enable the OPLC and LVRPA and other operators to collect contact details for potential visitors, and regular email campaigns will encourage people to visit the Park for specific events, promotions, etc.
- **Park PR** will be driven by the content in the venues, events and attractions and will raise the profile of the Park within a range of markets, including domestic and overseas. OPLC will lead the overall PR promotion for the Park.
- During the **post Games transformation** of the Park, OPLC will specifically engage with local and London-wide communities, plus those further afield to ensure that there is outreach to the future users of the Park and maximum awareness of the opportunities that will be available when the Park reopens. OPLC are staging two pre-Games events on the Park to give local people priority in using the Aquatics and the Multi-Use Arena before the Games. We will use this opportunity to promote the use of and access to the venues in legacy to the local community.
- Marketing will reinforce the **pricing** policies of the Park and venues, emphasising affordability and accessibility.

OPLC and LVRPA will continue to work closely with the six Host Boroughs and communities across London to ensure that Park content is relevant to local people and that the Host Boroughs are able to help promote the sense of community ownership essential to the ongoing success of the Park as a local facility for regular weekly use.

Recommendation 4

The Olympic Park Legacy Company and Lee Valley Regional Park Authority should ensure that visitors to the Olympic Park can buy tickets for multiple venues and attractions in one purchase, and that tickets for all of the venues are available from a single source. The OPLC and LVRPA should respond to this recommendation by the end of March 2012.

The OPLC is leading detailed work determining the key requirements for ticketing across the Park in legacy. Broadly these are divided into three potential areas:

- **Leisure:** general use of the sports venues and facilities, such as a swim in the Aquatics Centre or a badminton game in the Multi Use Arena.
- **Attractions:** a visit to the ArcelorMittal Orbit and/or one of the other attractions coming to the Park.
- **Events:** tickets for concerts, sporting competitions and other events held within the venues, or externally in the open parkland.

Each of these categories has specific requirements, and the OPLC together with LVRPA is considering the best option to deliver an effective and customer-friendly service in time for the reopening of the Park. Other key considerations are:

- OPLC intends the Queen Elizabeth Olympic Park **website** to be a 'one stop shop' for all information about the Park, including for tickets to Park events, venues and attractions. The website will include the opportunity to purchase tickets on line. All venues, attractions and event owners will be required to provide an allocation of tickets for retail through this portal. Leisure pass tickets (for participation in the sporting venues) will be sold through each venue's website, linking from the QEOP website.
- OPLC aims to provide a permanent physical **Box Office** servicing all Park events, venues and attractions within the South Park area, open on a daily basis. Box Offices may also be supplied within the venues as required and temporary events and attractions may require temporary Box office facilities.
- In order to maximise ticket sales, OPLC is exploring the opportunities for external **ticket agents** to sell tickets on its behalf both nationally and internationally. OPLC recognises the importance of the travel trade in delivering volume/group ticket sales for events and attractions.
- All facilities within the Park will be encouraged to offer **cross promotion** and upselling opportunities to encourage visits to multiple facilities on the same day. The possibility of a Park pass is being explored.
- The ticketing solution must be **accessible** for all visitors, including people with disabilities. In addition, we recognise that not all customers may have credit/debit cards or bank account facilities, and that cash payment options must be offered for in person bookings.

- **Payment methods:** card and cash payments will be accepted in person, and card payments on line.
- The Legacy Company will explore the opportunities presented by **new technology** to promote ticket sales, including where appropriate an App for ease of booking.
- The OPLC and LVRPA are exploring the opportunity for a **Park wide membership scheme**. Where possible, this will embrace facilities such as the venues, attractions, waterways, etc and be London wide. We will use the first two years of operation to understand patterns of use and investigate the most effective way of running this.
- The Park's transport links will be promoted through the ticketing and marketing activities, with details of the public transport facilities being sent out with all tickets and updated information provided through the Park and venues' websites. We will explore the options for including travel passes with tickets, in the same way that LOCOG have been able to do for the Games.

It should be noted that a day on the Park need not require a ticket, as the general Parklands, walkways, and some other facilities will be free of charge so that everyone can enjoy the Park and its different environments.

SUMMARY

We trust that the above overview has provided the Committee with relevant information at this stage about the considered and proactive approach that the OPLC and LVRPA are taking together to the marketing and promotion of the Queen Elizabeth Olympic Park in legacy.

Having established the essential principles for this work, the opportunities will be developed over the coming months and provisions made with venue operators and event owners to ensure that these can be implemented when the Park reopens and in subsequent years. We will be pleased to provide further information if required in due course.

Appendix 1

THE FUTURE QUEEN ELIZABETH OLYMPIC PARK

After the 2012 Games, the Olympic Park will close for a period of extensive transformation as the overlay for the Games is removed, temporary facilities are demolished, and the remaining venues modified for legacy use. Roads will be reinstated and new facilities built, and the Park will reopen in phases from the summer of 2013 and will be fully open early in 2014.

The Park's assets will include:

- The **Stadium** will host athletics, football and other major sporting and non sporting events.
- The **Aquatics Centre** is designed to be used for community swimming, high performance training in all aquatics disciplines and for hosting major events.
- The **Multi-Use Arena** is a flexible indoor sporting and events venue which can accommodate a range of spectator events, community sport and high performance sport activities, with capacity between 3,500 - 7,500 spectators.
- The **ArcelorMittal Orbit**, the 114 metre tall sculpture and visitor attraction with viewing platforms at 80 and 76 metres high and offering spectacular views across the Park.
- The facilities operated by **Lee Valley Regional Park Authority**:
 - **Lee Valley VeloPark** consisting of a 250m indoor Velodrome designed to international standard with a seating capacity of 6000. BMX track designed to international standard and landscaped to provide potential seating areas with the ability to host major BMX events. A 1.6km floodlit road circuit and 0.9km of extensive Mountain Bike trails through the Lee Valley VeloPark.
 - **Lee Valley Tennis Centre** consisting of 10 tennis courts (4 indoor and 6 outdoor) with complementary support facilities including reception, changing areas, café/bar, storage and office facilities.
 - **Lee Valley Hockey Centre** consisting of 2 water-based hockey pitches comprising of one main pitch with 3000 permanent seats (with the ability to add a further 12,000 temporary seats) and one second pitch. Shared multi use support facilities.
 - LVRPA is also looking to develop a commercial five a side centre at **Eton Manor**
- Some of London's largest **open spaces** and landscaped **parkland** designed for casual use as well as hosting a diverse programme of sporting, cultural and community events, alongside over 6.5 kilometres of new and cleaned waterways and opportunities to link with other local open spaces such as Hackney Marshes and Lee Valley.
- **New places to work**, including the Broadcast Centre and Press Centre (90,000 square metres of business development and office space) and the Westfield retail development with over 300 shops, restaurants, bars and hotel facilities on the Park's doorstep.

In addition, both organisations recognise that the Queen Elizabeth Olympic Park must offer a host of activities and attractions to complement and contrast with the ArcelorMittal Orbit observation tower in order to attract visitors when the Park reopens after the Games. To this end, the Company is already engaged with a number of parties and is considering a range of different options. Whilst these negotiations continue they remain commercially sensitive, but the Company will be pleased to confirm details in due course.

The attractions will complement the sporting heritage of the Park, and to offer opportunities for entertainment and education, as well as employment and skills development for local people. Permanent attractions will sit alongside seasonal attraction opportunities such as winter ice rinks, summer beaches, temporary venues and open air concerts linked to the Park animation strategy. The OPLC is currently developing a master plan of attractions and will be presenting this for the Committee's consideration in the autumn of 2012.

In addition, OPLC is developing a programme of seasonal attractions and event opportunities to animate the Park and draw local, national and international visitors. This will include events within the venues (such as the International Athletics Championships already won for the Stadium in 2017) and externally on the Park itself, and could include: fairs, farmers' markets, open air concerts, seasonal celebrations (eg: New Year, Diwali, etc), etc. OPLC is engaged with local creative and outreach organisations to ensure that the programme offering is relevant to the immediate communities within the Host Boroughs. OPLC is also engaging with British Waterways to activate the five stretches of water that pass through the Park.

Appendix 2

FURTHER INFORMATION ON LVRPA'S APPROACH TO RUNNING PARKLANDS AND VENUES

- It is worth reminding the Committee of LVRPA's long history of running award-winning sports venues which seamlessly blend predominantly community use with events, championships, clubs, schools programmes and community engagement to engage hard to reach groups. This tested approach, well established sports development programmes and business plans will ensure that Lee Valley VeloPark, Lee Valley Hockey Centre and Lee Valley Tennis Centre – are knitted into the fabric of the community.
- LVRPA already works closely with the National Governing Bodies of the three sports of our new Olympic Park venues and chairs the Six Host Borough group driving forward plans for local cycling. This group has carried out significant community engagement to understand the needs in the immediate area and is on target to deliver new BMX tracks in each Host Borough. LVRPA chairs a similar Six Host Borough Hockey Implementation Group and is working with boroughs to establish Lee Valley Hockey Centre as a hub for junior and academy players, and address the lack of good quality hockey facilities in east London.
- LVRPA's approach to running venues is to be community focussed and commercially driven – in that the venues will deliver programmes and activities popular with Londoners, while having a strong commercial approach. This is seen at existing venues such as Lee Valley White Water Centre where, for instance, market priced rafting for corporate team building days has paid for access for schools and in the future will fund sports development and youth programmes