

Written submissions received for the Transport Committee's investigation into the State of the London Underground

This document contains some written submissions received to date. Further submissions may be received in the next few weeks. Any further submissions received by early June will be circulated to the Committee prior to its second meeting on the state of the London Underground on 14 June 2011.

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Response to the London Assembly Economic Development, Culture, Sport and Tourism Committee's investigation into Olympic Venues.

About Sport England

Sport England is aiming to create a world-leading community sport environment. We want England to be a nation where sport becomes a regular habit for many more people, and ensure the delivery of sporting opportunities in places and ways that people want.

To help us achieve this ambition, in November 2010 we launched a £135million lottery investment into *Places People Play* – the London 2012 Olympic and Paralympic mass participation sporting legacy programme for England.

Our role is to ensure we provide investment, expertise and intelligence to the sector to help partners achieve our mutual goals. The development and sustainability of sporting provision is at the heart of what we do.

We have 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. We are the only national body with a strategic view of facility provision across the country.

Our role with regard to the Olympic and Paralympic facilities programme is to work with the Olympic partners to ensure that 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 have invested £35 million into the Aquatics Centre and £10.5 million into the Velopark to create world class venues for the Games and long term sustainable facilities for community use as part of the legacy.

We have built a strong working relationship with Olympic Park Legacy Company (OPLC) and Lee Valley Regional Park Authority (LVRPA) and look forward to working with them over the coming years to ensure community use at all the venues.

Finance

- *What are the potential operating costs of the Olympic and Paralympic venues after 2012?*

Whilst Sport England has no direct responsibility for the operating costs of the Olympic facilities, whenever lottery money is awarded to a project we are always interested in the long term financial sustainability of it. We want to ensure that the operation is as cost effective as possible, whilst still delivering the sporting outcomes for which the lottery funds are awarded, in this case increased sporting participation across the community.

As such we have sought to influence design decisions to ensure that the facility can deliver a sporting legacy and operate cost effectively.

In terms of the overall site, the operating costs alone are not a specific cause for concern. It is only when facilities are underused that the operating costs become problematic. However, the OPLC have put in place a business plan to ensure facilities and the park itself is well used, and we see no reason why, if managed effectively, the operational costs would become a problem.

- *How much demand for revenue-generating uses of the venues is there likely to be after 2012?*

The OPLC is required to produce a comprehensive business plan and strategy to ensure its sustainability and longevity, within which will be a revenue generating strategy.

We argue that for the park to be sustainable its revenue generating strategy must seek to genuinely grow participation in sport by creating an increased demand, and not by simply displacing users from existing leisure facilities in the surrounding boroughs.

The OPLC should assess the needs of the local residents across the Olympic boroughs and develop a plan, in conjunction with the host boroughs, to meet their needs, ensuring it capitalises on latent demand.

We are working with the OPLC to develop this work, providing information to them and the London Development Agency (LDA) to assist with estimates of usage of the Aquatics Centre. For example, there are opportunities to capitalise on latent demand in the wider East London area, especially as there is an under provision of pool space in the surrounding boroughs.

- *Against what criteria can we determine whether public funding of the venues is being used effectively?*

As a major funder of the Aquatics Centre and Velopark, our role is to ensure we derive value for money from this investment. The lottery funding conditions require the funded venues to provide community and elite use of the facility for a period of 21 years and that the facilities are accessible and affordable to the local community. Sport England also requires that sports development plans are developed for each venue and they contain agreed sporting participation outcomes.

Our grant conditions stipulate that if the operator fails to provide community access we will be able to hold them to account, and potentially withdraw funding if deemed necessary and as a last resort.

Venues that have not received lottery investment from us will not have the same robust requirement put upon them compared to those that do receive our funding. This means that there is no obligation to include sporting legacy activity at the venues. We have to negotiate through advocacy and influence to ensure that venues are designed and used with legacy in mind and to best effect.

Community Use

- *What is community use, and what types of community use should be encouraged?*

In sporting terms we define community use as all individuals or groups within society who do not represent elite level sport or are paid to play. It is an inclusive term which aims to encompass everyone at a grassroots level.

Sport England's aim has been to ensure that community use is at the forefront of planning and decision making, and that the Olympic Park owners consider themselves part of a national, regional and local landscape.

We require the sports development plans to actively encourage and target those groups within society that are underrepresented in sport, including people with a disability, people from low socio-economic groups and women.

Our lottery funding conditions require that facilities have targeted activity programmes intended to reduce inequalities in underrepresented and low participant groups.

In addition, we argue that facilities should be affordable to the local community and that usage should be representative of the demographics of the local community.

Community use goes beyond just playing sport. It involves coaches and volunteers, without whom grassroots sport in this country would not be able to exist. Therefore, we encourage through our funding agreements that national and regional training requirements in accordance with the national governing body are implemented, so that the right number of coaches and volunteers are also developed.

- *What types of facilities and resources are required in order to encourage community use, including for disabled people?*

Strategies to encourage community use

In broad terms, we suggest that the OPLC and LVRPA market the park as a destination in itself, attractive to individuals across the country, not just locally. They need to create a place where people and families spend a day swimming, cycling, having lunch and doing a bit of shopping. For the Park to be sustainable it has to be more than just individual venues operating in isolation of each other. This requires the owners to work together to ensure the park is marketed in its entirety as a day out destination for leisure, in the same way theme parks or other recreational spaces are viewed. This way the OPLC and LVRDA maximise the usage of the park, as people will be encouraged to use multiple parts of the park for longer in one visit.

The OPLC and LVRPA should also consider passing on those that play sport on the Park and are interested in taking part more regularly to local clubs and opportunities to help sustain participation. This requires building strong links with NGBs and other

venues across the country to ensure people can continue to participate in their local area.

Major events will play a role in attracting people to the park. Any major event strategy should include ways of signposting spectators to places where they can take part themselves.

The Manchester Commonwealth Games model is a great example of planning a design that accommodates both games-time events and post-games sport. Facility design was at the forefront of investment decisions, to ensure a sustainable lasting legacy.

The Manchester model has one overall coordinator who liaises with providers across the local area to ensure a complimentary approach to developing sporting facilities. Manchester City Council developed a *Master Plan* to deliver community and elite sport without duplicating provision, which has continued long after the Games.

We have tried to replicate this model where possible in the Olympic Park site.

For example, during the design stage of the Aquatics Centre, the Olympic Delivery Authority (ODA) in the 'value engineering' stage, looked to reduce the size of the building, and some parts of the legacy provision were omitted in this process.

The omission of movable floors and booms (essential for legacy community use particularly with regards to access for disabled participants, and to enable flexibility in sports activity programming) was a particular issue of concern to us. As a result, we worked closely with the Amateur Swimming Association and leisure operators to determine the optimum configuration of these facilities and secured their reintroduction to the design.

With regards to the Velopark, Sport England's capital grant has contributed to the inclusion of specific design elements to ensure the site is suitable for community use e.g. flexible changing rooms, including disabled provision, teaching rooms, a small cycle circuit for children and a reduction post games in the height of the BMX starting ramp and jumps to allow it to be ridden by all abilities. This makes the Park more attractive to a range of different users. The Velopark will allow local residents from all backgrounds to utilise safe traffic free cycling facilities, either with or without coaching. Bikes will be available to hire and families will be encouraged to use the site.

Although we have not funded the other venues being looked at in this inquiry, we have been able to exert influence over some aspects to ensure a lasting sporting legacy. In terms of Eaton Manor, we have been engaged in the Stakeholder Group to offer sports development expertise and best practice during the development of the facility.

Sport England has worked with partners to ensure the facility is built to NGB (tennis and hockey) standards, resulting in an improved design to be flexible for a range of uses. In particular, the tennis facilities have been specifically designed for high usage by disabled users.

This is also the case with the Handball Arena. We have ensured the facility is built to the NGBs' standards and is designed to be flexible for a range of uses. This has included developing the changing rooms design to include disabled provision, flexible lighting configurations, adding accessibility to the upper concourse and the centre court on the field of play and use of division netting to maximise programming.

Other points to consider

The OPLC and LVRPA must also consider themselves to be part of the wider national and regional sporting landscape, and develop their strategy in line with other major venues of national significance. For example, the Aquatics Centre needs to coordinate with the elite swimming venue at Loughborough to ensure it does not organise conflicting events that could undermine Loughborough's major swimming events programme. Equally with the Velopark, they should work with Manchester Velodrome to ensure what is developed at elite level is complementary not in competition, otherwise the Park will simply displace elite users.

The LVRPA has a good grasp of this issue and has developed a business plan based on growing the number of grassroots participants – 60% of the Velopark will be casual and informal users and 20% will be club based elite, to avoid displacing users from Manchester. We would like the OPLC to adopt the same approach in their planning.

It is also worth highlighting that the OPLC has largely inherited facilities from the Olympic Delivery Authority (ODA) with limited input into the design. This means that, for those facilities without a Sport England funding agreement, legacy may not have been the primary consideration, which makes OPLC job of developing and delivering an effective sustainable legacy much harder.

Nevertheless, the OPLC is demonstrating its commitment to delivering legacy goals, for example it recently consulted on its Sport and Healthy Living Policy which outlines its aspirations and outcomes for sporting participation. If it continues in this vein, building on its relationship with us, the surrounding boroughs and NGBs, then it gives itself the best chance of success in this area.

- *What is the appropriate balance between elite and non-elite use of the venues?*

There is no definitive answer to this; however Sport England requires that facilities serve the community, talented athletes and elite users.

While we believe that the best outcome for grassroots is to see a sizeable proportion of the activity focused on community, the question of the correct balance between elite and community use is primarily an issue for the individual sports as well as for the operators to determine.

In the end, the balance will most likely be driven, to a certain extent, by demand. In order for the operators to generate the amounts needed to sustain the facilities, a large amount of use will be from community use, as this makes up the vast majority of the latent demand.

Both the Velopark and the Aquatics Centre have been designed for, and will be targeting, both community and elite use. The amount of water space at the Aquatics Centre should allow elite user needs to be met while at the same time providing a large proportion of use for community and development programmes. Similarly, the inclusion of multi cycling disciplines at the Velopark is designed to maximise the use of the facility by the local community, regional and national users.

Governance and management

- *To what extent will plans for the governance and management of venues help deliver legacy goals?*

Ensuring strong and effective governance and management of venues is a vital component of delivering a sustainable legacy.

The Sport England lottery funding agreements are a further safeguard to the achievement of success. Our capital grant conditions clearly articulate the governance requirements for each facility and that its operation will be subject to monitoring and audit checks.

LVRPA will operate the Velopark. In our view the organisation has a strong track record in providing community focussed sports facilities and we are confident they can deliver legacy goals with the current management and governance structures in place.

The Aquatics Centre's lottery funding agreement requires that the OPLC appoint a suitably experienced management company to operate the facility and deliver the sporting legacy outcomes that are agreed in the Legacy agreement.

For those venues which are not part funded by Sport England, there are no such agreements in place. As a result, there is no one body in place, such as ours, to ensure that community use and a lasting legacy is at the heart of any plans.

RECEIVED
10 AUG 2011



9th August 2011

Dee Doocey AM
London Assembly
Chair, Economy, Sport and Culture Committee
City Hall
The Queen's Walk
London
SE1 2AA

Dear Dee,

Re: Legacy of the Olympic and Paralympic Venues

Thank you for your letter dated 23rd June in relation to your Committee's investigation into the legacy plans for the 2012 Olympic and Paralympic Venues.

Andrew Holt, our Chief Executive, has asked if I would respond to you directly as he is currently on annual leave.

Since receiving your letter, Parkwood Leisure has been confirmed as one of three short listed bidders competing to operate and manage the Olympic Aquatic Centre and Multi-Use Arena post the London 2012 Olympic Games. You will therefore appreciate that we have a strong vested interest in creating a successful national legacy strategy and ultimately, we hope to be chosen as the winning bidder. We have been asked to sign into a detailed and lengthy confidentiality agreement with the Olympic Legacy Company in relation to our tender bid and therefore, our responses have been checked to ensure compliance with this agreement.

We have set out overleaf some high level responses to your list of questions, although, in a couple of circumstances, we have been unable to provide the information requested as we regard it as being commercially sensitive to our organisation.

If you have any queries in relation to our responses, please feel free to contact me on the details provided below. We would be interested in receiving a copy of your report, once it is available for publication.

Yours sincerely,

Guy Lavarack
Sales & Marketing Director

1) **Funding: the expected revenue and costs of the venues.**

- *How much does it cost to operate the Cardiff International Pool?*

Unfortunately, we regard the answer to this question as being commercially sensitive and therefore are unable to disclose the information.

- *How much revenue does each venue generate?*

The revenue figures for Cardiff International Pool are as follows:

2009	£2,728,062
2010	£2,841,240

- *How much public subsidy of each venue is required and who funds this?*

Unfortunately, we regard the answer to this question as being commercially sensitive and therefore are unable to disclose the information.

- *To what extent do you believe the Cardiff International Pool will be in competition with the 2012 aquatics centre to host major events?*

Under the management of Parkwood Leisure, Cardiff International Pool (CIP) has built a strong reputation as one of the most successful 50 metre pools in the UK. This reputation underpins the national events calendar and allows CIP to host a variety of events and training camps in partnership with Swim Wales and British Swimming.

In considering the issue of future competition from the Olympic Aquatic Centre (OAC), this clearly needs to be assessed on a local, regional and national scale. In terms of local and regional events / sports development programmes and community access, it is not envisaged that any direct competition will occur as a result of the OAC. However, in terms of national events, it is expected that CIP will face increased competition to host national swimming events. In mitigation of this, it should be pointed out that the national events calendar is already moved around the UK each year by British Swimming and it is therefore assumed this will continue to be the case and include the Olympic Pool. Whilst this may dilute the number of national events hosted at CIP over a period of time, we also view this as an opportunity to host other activities and create more bespoke events to absorb the “free” time created within the programme.

Parkwood Leisure is currently short listed to be the operator of the OAC in legacy and we feel we are ideally placed to generate a national participation strategy that benefits all of our swimming pools and sports facilities. It is not our intention to try and ‘corner’ all events at the OAC, but rather to create a national participation events calendar that complements the current major events strategy and increases the number of people participating in swimming at both a local and national level. This approach will be supported by the appropriate National Governing Bodies and be delivered in partnership with a number of organisations. We do believe the success of OAC is dependant on a national strategy supported by a national operator and if this is the case, believe the benefits will be felt UK wide.

2) Community Use: plans to ensure local communities have access to new sporting facilities after 2012.

- *What level of community access is there for use of the Cardiff International Pool? What proportion of time is set aside for professional or community use?*

The main stream programme at CIP ensures that community use is available at all times. This is due to the design of the pool which allows a variety of sessions to be run at any one time. It is usual for events to be run on weekends which can limit the provision at these times, however with the exception of one weekend per year, the leisure pool is always available as an alternative. It should be noted that a programme should be balanced and well managed to ensure access is maintained for everyone as often as possible and any changes are communicated clearly and well in advance. Parkwood Leisure has refined this skill in our operation to ensure that a balance between professional and community use is maintained at all times.

3) Regeneration: how to maximise the positive impact of the venues on the local economy.

- *How often is the Cardiff International Pool in use at or close to its maximum spectator capacity?*

CIP has built its reputation and events calendar up over the 3 year period it has been open and currently has 21 scheduled events in 2011 where the facility is expected to reach its maximum spectator capacity.

4) Governance: plans for the ownership and management of the venues.

- *What are the strengths and weaknesses of the governance model for the Cardiff International Pool, with a local authority owner and private operator?*

Parkwood Leisure operates facilities on behalf of Local Authorities all over the UK and has therefore developed the optimum structure to ensure Local Authority agendas are delivered whilst maintaining a commercial approach. The strength of this model is its sustainability and management of risk as the Council is able to set a required standard and maintain continual input without any financial risk beyond the agreed management model. As a national operator, Parkwood Leisure also brings national buying power and strong branding that is supported by our 'Quality, Care and Excellence' culture. The benefit of this model is passed directly to the Council and users of the service through improved performance at the facilities that we manage.

In our opinion there are no obvious risks associated with using a private operator to run a publicly owned leisure facility. However, in situations where Local Authorities actively choose to engage leisure trusts as their preferred management vehicle, we believe this carries significant financial risk in the event that the leisure trust is forced into administration. Whilst the trust model can seem like an attractive option for Councils due to their ability to attract VAT and NNDR relief, they are vulnerable to a change of law that may cause them to fail. Local trusts often do not have the financial stability to be able to withstand this risk and therefore the responsibility falls back to the Council which has implications for reputational risk. Parkwood Leisure offers the financial stability supported by a management model that places minimal risk on the Council. We do not believe that commercial organisations should be benefiting from VAT relief which is why that our Company has adopted a policy of not creating and operating a charitable trust structure within its control.

- *To what extent is there a coordinated approach to managing all of the venues at the Cardiff International Sports Village? How does Parkwood participate in this?*

Parkwood Leisure works very closely with the other service providers in the Sports Village at Cardiff to ensure a mutually beneficial approach is in place. The local management teams are encouraged to keep in constant contact and are empowered to generate various opportunities with the other providers. Parkwood Leisure feels our success is dependent on our ability to work in partnership with a range of organisations and we therefore embrace an entrepreneurial spirit that is supported by effective networking that maximises opportunity.

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

2 August 2011

Dear Richard

Legacy of the Olympic and Paralympic Venues

Thank you for inviting the Sport and Recreation Alliance to contribute to the investigation by the London Assembly's Economy, Culture and Sport Committee into the legacy plans for the 2012 Olympic and Paralympic venues. The Alliance is the umbrella organisation for the governing and representative bodies of sport and recreation in the UK and represents more than 320 members. Our members most relevant to this consultation are the Amateur Swimming Association, British Cycling, England Hockey, the Lawn Tennis Association and British Handball.

We have spoken to the above organisations about this investigation and we feel they are best placed to contribute to the Committee. We are aware that Peter King and Philip Kimberley representing British Cycling and England Hockey respectively gave evidence to the Committee on 19 July 2011. The other relevant members have also informed us that they will be making detailed representations to the Committee. As such we would like to take this opportunity to support the work of our members rather than providing detailed evidence ourselves.

The Alliance supports the Committee's desire to see the Olympic and Paralympic venues produce positive social and economic legacies for Londoners. Our members also share this desire but require greater assurance that long-term user agreements will be put in place to enable the planning and delivery of a positive legacy for Londoners. National Governing Bodies are best placed to make judgements on how to build their sport by balancing the requirements of developing elite athletes and increasing participation.

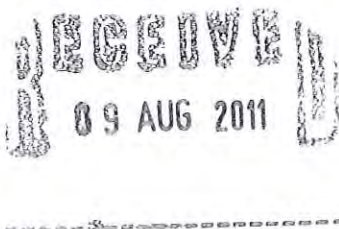
Please do not hesitate to contact me if you have any queries regarding the above.

Yours sincerely



T M LAMB
Chief Executive

Dee Doocey AM
London Assembly
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2nd August 2011
Our ref: CR1475

Dear Dee Doocey

Legacy of the Olympic and Paralympic Venues

Thank you for requesting a response to the above investigation. Our comments are outlined below.

Finance

- *What are the potential operating costs of the Olympic & Paralympic venues after 2012?*
This question raises a myriad of further issues relating to venue-specific business plans, and would be better directed towards the Olympic Park Legacy Company
- *How much demand for revenue-generating uses of the venues is there likely to be after 2012?*
Demand for the venues in Legacy will ultimately depend on how the venues are managed and marketed – locally, regionally and nationally.

Demand for a number of key sports including tennis, football and hockey is being nurtured by the Host Boroughs through sports-specific development plans, which are now being acted on. A good example of this work is the new BMX facility in Cheney Road (Walthamstow), as opened by the London Mayor in July, which is directly related to BMX development linked to the new Velopark.

The proposed cross-subsidising of venues – as with the Aquatics Centre (not expected to generate significant revenue) and Handball Arena (likely to operate as a large multi-use venue in legacy and generate significant revenue) – is a pragmatic approach that we would support.

- *Against what criteria can we determine whether public funding of the venues is being used effectively?*
This will ultimately depend on the extent of use of the facilities. If the venues are well-used, reasonably priced and regarded as high quality, they will undoubtedly be seen as a success.



A related question is how long after 2012 local people will be made to wait before the venues are available for use. The Legacy Company and venue operators will face a significant challenge in managing expectations and generating excitement.

Community use

- *What types of community use should be encouraged?*
The Council would expect all types of use to be generated and encouraged – from elite and global competitive events and training, through to local club use and school and individual bookings.
- *What is the appropriate balance of elite and non-elite use of the venues?*
The answer to this question will differ depending on the venue, and should principally be determined by the appropriate National Governing Bodies, financial imperatives and the drive to cement local community use at the heart of each venue business plan. One good example of an appropriate balance is that of the Pickets Lock indoor athletics centre, in which elite and non-elite users are catered-for at different times of the day.
- *What types of facilities and resources are required in order to encourage community use, including for disabled people?*
A key driver for community use of the legacy venues is the Host Borough sports development groups, who work with local clubs and established provider networks to encourage greater participation and development of specific sports including hockey, tennis, swimming and cycling. Whilst there has been significant capital investment in the facilities, these groups rely in revenue funding to achieve their aims and would benefit from greater GLA investment to ensure long-term development of these key sports in east London.

Regeneration impact

- *How could the Olympic & Paralympic venues help to deliver socio-economic gains for local communities?*
The venues largely form the Unique Selling Point of the Olympic Park and therefore would contribute enormously to the regeneration benefits of the entire Olympic project. These benefits range from economic (where local people may either find work directly on the Park, or are inspired or enabled to do so as a result of visiting the Park) to health (where local people are encouraged to lead more active, healthier lifestyles as a result of visiting the Park) to inward investment, where the Park contributes to a revitalised image of east London that, over time, is transformed into a place where more people do business, work, eat, shop and travel to as a key destination within London.
- *To what extent will the current plans help to achieve a significant regeneration impact?*
The most salient issues for Waltham Forest – which may represent barriers to achieving a significant regeneration impact – can be summarised as follows:

Access: The closest neighbourhoods in Waltham Forest to the Park are in Leyton and are physically disconnected with the major venues. This is due to the presence of major physical barriers: the A12 running from east to west, and the Lea Valley railway running from north to south. As a result, whilst Eton Manor and the Velopark are both within a ten-minute walk of Leyton Underground station ‘as the crow flies’, the walk is

actually almost double this to allow pedestrians to negotiate large pieces of urban infrastructure. The capital investment in bridges, which is so prevalent in other areas of the Park when connecting over the waterways, has not been forthcoming from ODA when considering the barriers to the north and north-east. This means that local people and Leyton Town Centre may actually suffer from dis-benefits from the Park and its venues, in that the venues can be seen but not reached.

Specific interventions that would resolve these issues can be summarised as follows:

- Leyton Underground station, which for so long has suffered from a substandard ticket hall, overly narrow platforms and a lack general public amenities, would benefit hugely from Transport for London investment to make it fit for purpose. This is geographically the closest Tube station to Eton Manor and the Velopark, yet is unable to cope even at current peak opening hours.
- A new pedestrian bridge connecting Eton Manor with the Leyton Mills Retail Park is required to address the sense of disconnection with the Park as outlined above, and to improve east-west pedestrian movement into the Lower Lea Valley area. This is supported by the landowners on both sides of the railway lines but the funding for such a piece of infrastructure does not exist currently.
- The reinstatement of a Chingford to Stratford rail service – as per representations made to Network Rail – would create an opportunity not only to bring a vast new market of users from Walthamstow, Highams Park and Chingford into the Olympic Park, but also contribute to the Council's aspirations to regenerate Walthamstow and Lea Bridge areas.

Pricing: Clearly a related issue for local people will be the extent to which they can afford to use and visit the legacy venues. The pricing strategies are of utmost concern to the Council and we would expect to be involved as a key stakeholder in strategic planning where appropriate.

Governance & management

- *What are the governance and management arrangements for the venues after 2012?* Paradoxically, this question highlights the lack of clarity over who exactly is in charge of the Park and its venues, and the lack of apparent certainty over the operational relationship between the various agencies including the Legacy Company, Lea Valley Regional Park Authority and to-be-confirmed venue operators.

- *To what extent will plans for the governance and management of venues help deliver legacy goals?*
The success or failure of the legacy venues will ultimately be determined most by their management and related concerns. The business plans for each venue, and associated pricing strategies, will be of huge concern to Waltham Forest Council above all else and will expect to be involved as a key stakeholder in strategic planning where appropriate. Similarly, the marketing of the venues to local people may help to overcome some perceptions of the venues being 'out of reach' of nearby neighbourhoods.

Additional questions

- *Do you believe there should be a specific target for community use? How would this work in practice?*

This would obviously need to be informed by discussions with the Host Boroughs, National Governing Bodies, venue operators and the Legacy Company, and the Council does recognise the complexities of such processes at this stage. However we do recognise the importance of 'starting as we mean to go on' so at the very least, some sort of statement of intent would be welcome to underpin negotiations as they move forward.

- *To what extent do you think that public access to the venues needs to be further improved? If so, what specifically needs to be done?*

Public access to the legacy venues from Leyton does indeed require further improvement. Specifically:

- Leyton Underground station, which for so long has suffered from a substandard ticket hall, overly narrow platforms and a lack general public amenities, would benefit hugely from Transport for London investment to make it fit for purpose. This is geographically the closest Tube station to Eton Manor and the Velopark, yet is unable to cope even at current peak opening hours.
 - A new pedestrian bridge connecting Eton Manor with the Leyton Mills Retail Park is required to address the sense of disconnection with the Park as outlined above, and to improve east-west pedestrian movement into the Lower Lea Valley area. This is supported by the landowners on both sides of the railway lines but the funding for such a piece of infrastructure does not exist currently.
 - The reinstatement of a Chingford to Stratford rail service – as per representations made to Network Rail – would create an opportunity not only to bring a vast new market of users from Walthamstow, Highams Park and Chingford into the Olympic Park, but also contribute to the Council's aspirations to regenerate Walthamstow and Lea Bridge areas.
- *What involvement should the host boroughs have in the governance or management of the venues after 2012?*
In short, we seek a recognition that the Host Boroughs are partners in the wider process, although would not necessarily be involved in an operational capacity.
 - *To what extent do you believe the venues will require public subsidy?*
The target should be for none of the venues to require public subsidy, and the venue-specific business plans should reflect this.
 - *To what extent is there a tension between purely commercial agreements and agreements which involve some form of public subsidy?*
As with any such facility, a balance will be required. The capacity for each venue to achieve this balance will depend principally on the nature of its business plan and market base.

Please do not hesitate to contact my office if you require anything further.

Best wishes,



Councillor Chris Robbins
Leader of the Council

Ross Jardine

From: Peter King [peteraking@btopenworld.com]
Sent: 12 August 2011 11:29
To: Richard Berry
Cc: 'Ian Drake'; 'Martin Gibbs'
Subject: Legacy of the Olympic and Paralympic Venues
Importance: High

Dear Richard

I am responding to Dee's letter of 23rd June by email as we have been working round the clock to reach agreement with OPLC about the road circuit which will form part of the cycling facilities after the Olympics and I wanted to be able to refer to the outcome of that process in my response. As the deadline for submissions is today a letter now by Royal Mail would have arrived too late.

We have now reached agreement with OPLC, Sport England, LVRPA and the Eastway Users Group over the road circuit that will be constructed after the Olympics and we are today writing jointly to the Mayor and the Minister of Sport to set out the elements of that agreement but could I please ask you to keep this information confidential until it is in the hands of the recipients and released to the media early next week. In the meantime the agreement does, of course, remove a stumbling block which the committee will know was causing us great concern.

I will now respond to the points raised in your letter and in the attached document in so far as they relate to the legacy for cycling. As already identified the legacy for cycling will be primarily within the Velopark and Eton Manor on land owned by the Lee Valley Regional Park Authority. The Authority will be responsible for managing and funding the cycling facilities and to that end have established, with our assistance and support, a robust business plan. The Authority has also set aside the funding to support and sustain the business plan over the course of, as we understand it, the next 25 years.

Funding

Funding of the legacy cycling facilities is the province of the LVRPA and British Cycling endorses the business plan the Authority has prepared. Income and expenditure reflect the Authority's experience at the former Eastway Cycling Circuit and other facilities operated by them, as well as experience gained by British Cycling and their partners at other cycling facilities including the Manchester Velodrome.

Community use

It is anticipated that the predominant use of the cycling facilities in legacy will be community use. To that end, while the indoor track in the velodrome will be a standard 250 metre wooden track built to International standards, the BMX track, road circuit and off-road trails have been designed primarily for daily use by local residents and schools, for regular use for club and local competition and occasional use for regional competition. In this context the design parameters have been set to ensure safe use by large numbers of young and inexperienced cyclists throughout the year. The velodrome will be the hub for all the cycling disciplines that will be based at the park and the road circuit and BMX track have been designed and positioned to ensure maximum visibility by coaches and officials of the cyclists using those facilities. The design and layout also ensures that except on infrequent occasions all the cycling facilities can be used in whole or in part at the same time to ensure that the maximum number of users can be accommodated.

It is anticipated that local and regional competition under the rules and regulations of British Cycling will take place on a weekly or monthly basis at all of the facilities throughout the summer and on the road circuit and

in the velodrome throughout the whole year. National level competitions are likely to take place on an annual basis and International events will take place from time to time as and when opportunities arise and submitted bids are successful

Regeneration

The cycling facilities will be available for use daily for anything up to 15 hours and the anticipated costs to users will be reasonable and affordable. The Velopark will bring to life the whole of the Northern sector of the QE 2 Park. Local residents and users of the wider Park will be able to watch the cycling activities taking place and thus be encouraged to take part themselves. The facilities themselves will be attractive, welcoming and safe to encourage community use and the velopark will be the jewel in the crown of the QE 2 Park as well as by far the most heavily used.

Governance and Management

The ownership, management and governance of the cycling facilities in legacy will be the province of the Lee Valley Regional Park Authority and British Cycling is confident that the Authority will embrace those responsibilities to its usual exceptionally high standards. British Cycling will fully support the Authority in fulfilling its role at the velopark.

Dee's letter of 23rd June asks a number of cycling-specific questions which I will now address:

Q - What is the appropriate balance between professional and community use of the velopark after 2012?

A – We anticipate that about 20% of the use of the velopark facilities will be local, regional and elite competition.

Q – Do you believe there should be a specific target for community use, for instance a proportion of time? What should this be and how would it work in practice?

A – We do not believe it would be appropriate or necessary or beneficial to set such targets. There will be four different built facilities and areas for free use such that several hundred users could be accommodated at any one time. Road and off-road facilities will be capable of split use to accommodate different ages and standards of users and different numbers.

Q – How often do you believe the 2012 velodrome will be used for major events, at or close to its maximum spectator capacity?

A – Based on our experience in recent years in Manchester and Newport and on the rapid and continuing growth in participation and interest in competitive cycling we would expect the velodrome to be filled for between 4 and 6 one night commercial events each year, one 3 to 5 day European or World event each year or every other year and one week-long national Championship every 3 or 4 years. There are also commercial plans for one six-day event on the world calendar each year. All of these events can be expected to fill the velodrome as a similar programme consistently fills the Manchester velodrome's 3,000+ capacity from a fraction of the catchment area that the London velodrome will have.

Q – What lessons from the legacy of the 2002 Commonwealth Games – specifically around the way the Manchester Velodrome is used – can inform the legacy of the 2012 velopark?

A – Unlike the Olympic Stadium and the Aquatic Centre, the lessons learned in Manchester were learned right from the outset. It was agreed before the design stage commenced that we did not want an architecturally iconic building but one that would be sustainable, manageable and fit for purpose. It is anticipated that the use of the Olympic Velopark will be a mirror image of the successful legacy enjoyed by the National Cycling Centre in Manchester with even more cycling facilities available.

Q – What will the relationship be between the Manchester Velodrome and the 2012 velopark? To what

extent will the use of the venues be coordinated, and how will this happen in practice?

A – The velodromes in Manchester and London, along with those in Newport and Glasgow, will complement each other and dialogue is already taking place between them. There are a limited number of International events for British Cycling to bid for and all the velodromes understand that we will need to work with them to share out these events over the years. Similarly there are a limited number of National Championships which, again, will need to be allocated on a rotating basis. Each velodrome can expect to generate its own programme of commercial events which may or may not be linked to those taking place at other velodromes. Professional promoters are already considering how to capitalise on the opportunities presented by the new and existing velodromes in the UK. The good news is that all those parties concerned are talking to each other, understand the position and are willing to work together to the benefit of all concerned. The Manchester Velodrome is at the heart of the National Cycling Centre and will remain the home of British Cycling. Confidence locally is such that this week we are moving into new offices and the world's first indoor BMX centre built as a joint commitment between Manchester City Council, the North West Development Agency, Sport England and British Cycling.

Q – What will the relationship be between the Herne Hill velodrome and the 2012 velopark? To what extent will the use of the venues be coordinated, and how will this happen in practice?

A – Herne Hill offers a different range of cycling experiences and will be, again, be complementary to the Olympic Velopark. Herne Hill is essentially a community and local facility with a much larger track with more gentle bends than those in the track at the Olympic Velodrome. It is therefore ideal for younger and less experienced cyclists as an introduction to track cycling. It is also an ideal location for general community cycling activity and in particular for use by paralympic and other cyclists with disabilities. We have recently secured a 15 year lease on the Herne Hill track which will shortly re-open following re-surfacing. We have also secured a 3 year lease on the remainder of the site and are working with the Herne Hill Velodrome Trust, Sport England, LB Southwark and the Dulwich Estate to put together a plan to re-develop the entire site as a multi-discipline, and to some extent multi-sport, use as a community and local asset. The Herne Hill Velodrome Trust, British Cycling and the Velo Club Londres which manages Herne Hill are in close contact with the Lee Valley Regional Park Authority to ensure that the two facilities work closely together for the benefit of the community in London and the Regional and National cycling family. It remains the case that the rapid growth in participation and interest in cycling means that the limited number of cycling-specific facilities in London – Herne Hill, Olympic Velopark, Redbridge Cycling Circuit and Hillingdon Cycling Circuit – work together and not in competition and that they are all adequately funded to do so. The Redbridge Cycling Circuit is of particular concern post Olympics as, having been constructed initially as a temporary replacement for the Eastway Cycling Circuit which gave way to the Olympic Park, it has no guarantee of continuing funding. Crystal Palace is also used on a weekly basis during the summer for cycling events and any re-development of that site must take full account of the needs of cycling in the short, medium and long term.

I hope I have covered adequately the questions you posed and the points you are addressing in your enquiry but if I can be of any further help or can clarify any points further please let me know.

Kind regards

Yours sincerely

Peter

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Olympic Park Legacy Company

Submission for the London Assembly Economic Culture and Sport Committee

Legacy of the Olympic and Paralympic Venues: The Aquatics Centre and the Multi-Use Arena

August 2011

1 Overview

As the organisation responsible for the planning, development and management of the Park after the 2012 Games, the Olympic Park Legacy Company (OPLC, or the Company) has been driving forward the process to secure a tenant for the Olympic Stadium and to find operators for its remaining venues and attractions which include the Aquatics Centre, the Multi-Use Arena, the ArcelorMittal Orbit and the estate as a whole.

The venues are at the heart of the plans for the future Queen Elizabeth Olympic Park. The focus is for the venues to become valued and thriving community assets that are heavily used and which provide long-term benefits as public facilities. The need to maximise community use is being balanced with the venues' important role in attracting people back into the Park following the Games and driving the Park's position as a London visitor destination for local, regional, national and international visitors. This will help to secure the venues' own future commercial viability and long-term sustainability.

The venues will also facilitate the sport and healthy living legacy of the Games for Londoners, and will work towards supporting the legacy vision of convergence for local communities.

In January 2011 the Legacy Company launched a formal expressions of interest process for operating the Aquatics Centre and the Multi-Use Arena. The Company is very pleased with the level of interest shown in both the venues, and on 29 July announced the shortlisted operators for both the Aquatics and Centre and Multi-Use Arena. Three leading leisure management organisations have been short-listed: Greenwich Leisure Limited, Parkwood Leisure and Serco Group. The process built in the option for potential operators to bid to run

the venues individually or together. Having tested the single and combined approaches it has been demonstrated that there are service advantages and synergies in joining the operation of the venues. The market clearly demonstrated a preference for the operation of the venues to be combined. The chosen operator will be appointed in early 2012. This will enable them to see firsthand how the venues work during the Games and to use this vital learning experience in their planning, so that they can re-open the venues efficiently after the Games.

Following agreement by the Government and the Mayor, and working closely with the ODA, the Company has assumed responsibility for the transformation works of the Park and its venues and infrastructure after the Games. It will take approximately 18 months to reconfigure the Park in its entirety and the Company has secured approximately £550 million of funding to spend on building new roads, infrastructure and facilities to make the Park a home for its future communities, visitors and investors. This figure includes the £350 million funding for transformation which had previously been allocated to the ODA. The Company's ambition is to open the venues as soon as possible after the Games. Currently, the MUA is due to re-open in 2013, and the Aquatics Centre and the Stadium in 2014. The Company will be working hard in the surrounding communities in the interim to inform them of progress for re-opening and the facilities that will be on offer to them.

Responsibility for the venues resides with the Legacy Company's Directorate of Operations and Venues, which is managed by a complement of professionals with an historic and detailed working knowledge of the Olympic venues and with a proven track record in operating large commercial venues, community and international facilities, and managing client contract and delivery programmes.

2 Governance and operation of the future Queen Elizabeth Olympic Park and its venues

The Company's strategy for operating the Park is to take an holistic approach; managing its assets, parkland and events programme to create a uniform single site experience for visitors and users.

The Legacy Company is one of several land owners for the Olympic Park. Others include the Lee Valley Regional Park Authority (LVRPA), the future owners of the Olympic Village, Westfield, Hackney and London Continental Railways. A governance structure is being implemented to bring these landowners and key operational stakeholders together.

A set of common guiding principles has been established to align activity for the future delivery of the Park experience to which operators will be bound through the estates management contract. The guiding principles will form the terms of reference for the Olympic Park operational governance body and are as follows:

1. **Whole estate approach:** To deliver a consistent service standard across the whole Queen Elizabeth Olympic Park with partners to create a uniform single site customer experience
2. **Quality and standards:** To adopt quality standards at the level of market leading companies

3. **Access and inclusion to the Park:** To actively encourage repeated and inclusive use of the venues and Park and to maximise usage
4. **Sports, physical activity and events:** To encourage the use of the venues for hosting sporting, physical and cultural uses encompassing a range of quality activities from community engagement to international events.
5. **Marketing and tourism:** To actively promote the Park to local and regional users and visitors as well as tourists from the UK and abroad
6. **Education, outreach and community involvement:** To facilitate education and learning opportunities including sports education, Park ecology and outreach for national and local communities.
7. **Employment, skills and training:** To encourage and maximise opportunities for job specific employee training and participation in local employment initiatives, including apprenticeships and work based training
8. **Environmental sustainability and ethical sourcing:** To adopt a sustainable approach to the management and operation of the estate including the ethical and sustainable sourcing of products, merchandise and consumables
9. **Commercially minded and community grounded:** To adopt a commercial strategy that encourages the affordable use of the Park by the community and non-commercial bodies, whilst considering commercial opportunities that support the ethos of the Park.

In determining its approach to ownership and governance for the venues, the Company looked initially at a range of comparable national and regional best practice models including Manchester, Sheffield, Munich and Sydney. The outcome of market testing has now signalled the best ownership and procurement route for the Company to follow. The Company will remain the owner for all three of its Olympic venues conferring the advantage that the Company retains influence on the operation of the venues for the public benefit. An operator will be appointed to manage the Aquatics Centre and the MUA together as one contract and this contract will be agreed and re-negotiated as appropriate on an annual basis.

The Legacy Company will work closely with the LVRPA on all aspects of the future operation of the Queen Elizabeth Olympic Park and in managing the venues. Officers from LVRPA have worked with the Legacy Company on the soft-market testing exercises for future operators of the Queen Elizabeth Olympic Park and have been invited to participate in the Company's current procurement processes to appoint operators for the parkland and venues. LVRPA will be one of the key partners forming part of the future governance arrangements for managing the venues.

With regard to local communities involvement in the oversight of the venues, local clubs and groups will have the opportunity to take establish user forums which will provide invaluable feedback on service provision as well as the opportunity to influence the quality of service delivery.

3 APPOINTING THE OPERATORS

The Aquatics Centre and the Multi-Use Arena will be core to the future of the Queen Elizabeth Olympic Park, with residents in and around the area, families, community groups, schools, sports clubs and athletes taking part in a host of sporting activities and events.

The Company is seeking best in class operators and has attracted bids from three experienced well known leisure management companies. The venues will provide high calibre facilities and the chosen operator will be expected to manage the venues to high standards and to operate in line with the Legacy Company's objectives, corporate policies and delivery plans. The chosen operator will also have to actively co-operate and work with the six Olympic Host Boroughs, clubs and voluntary organizations active in sport across London, many promoters, education establishments, health agencies, and the relevant national governing bodies of sport.

Clear, specific and measurable key performance indicators will be put in place based on commercial principles and on the Company's priority themes, including socio-economic policy, environmental sustainability, equalities and inclusion, sport and healthy living, inclusive design and community engagement.

It is important to recognise that the basis for appointing the successful operator does not rest solely on their proven commercial ability. The potential operator must also demonstrate previous experience and a track record in delivering a mix of sports, community and educational uses and events delivery. It should also show the ability to reach out to sporting customers at all levels from the beginner to the elite athlete and to engage with all communities.

Whilst the operators will be expected to manage the venues, the Legacy Company will be very much involved in overseeing the delivery of the venues' legacy and coordinating the venues to ensure that visiting the Park is a consistent and positive customer experience and a quality service is provided. A strong contract monitoring regime will be in place and a client management structure which will ensure outcomes are achieved through continuous improvement.

Funding: the expected revenue and costs of the venues

The Company will use the level of interest in the venues and the competitive position it has secured to seek the most advantageous commercial terms for the public purse. Due to the commercially sensitive nature of the ongoing venues process and since it is some time to go before the financial arrangements are agreed or finalized, it would be premature and may well prejudice the process if there is speculation on costs, revenue and public subsidy at this time.

On cost, the procurement has been arranged in such a way that a single provider could operate both venues. This has the advantage of maximizing the customer offer, the range of activities that can be provided and membership opportunities. This will promote synergies for use and management of the venues and will contribute to cost efficiencies through reduced overheads in areas such as ticketing and shared staffing.

The operator has been given the opportunity to set out their proposals with respect to providing investment to fit out the venues to see if this is more commercially viable.

On revenue, the Company recognises the importance of a high level of footfall and visits to the venues in ensuring they become thriving, valued and sustainable facilities which deliver value for money on their initial public investment. The Legacy Company is committed to maximising demand for and use of the venues, and working with the operators the Company will ensure that every avenue is explored in terms of generating income, whether it is related to sport or other types of community, commercial and cultural activities. The Legacy Company outlined its reasons regarding the importance of high footfall in its previous submission to the Committee on the Stadium (OPLC: Legacy of the Olympic Park venues, September 2010, page 3), and these reasons hold true for the Aquatics Centre and the MUA.

Appointing an operator for both venues will have the benefit of facilitating customer use between the Aquatics and the MUA and will help to boost numbers and frequency of use. It provides the potential to provide a combined wet and dry visit experiences for the whole family.

As part of its plans to maximise usage of the venues, the Company is pushing operators to look at creating new demand and to tap into different markets and user groups through research into local market segments and typical customer profiles and demographic analysis.

The Company continues to seek new sources of private investment to generate legacy opportunities for the Park.

It is highly unusual for a swimming pool in the UK to operate as a public amenity without some form of funding. Until the outcome of the current process is determined it would be difficult to ascertain the level of any subsidy that may be required. The Company will also be looking at possibilities for cross-subsidisation across the two venues in order to minimise any potential subsidies.

In its negotiations with short-listed bidders, the Legacy Company is pressing potential operators to be as innovative as possible in trying to achieve economies of scale and driving up revenue for the venues. It is also working to achieve affordable and accessible pricing for users and best practice in management of its venues.

3 THE AQUATICS CENTRE

During the Games, the Aquatics Centre will host swimming, diving, synchronised swimming, the swimming discipline of the modern pentathlon and paralympic swimming.

In legacy, the Aquatics Centre will be an iconic and striking centre piece for the Park. The building's unique design gives it great flexibility in being able to stage all aquatics disciplines and to host major events as well as community swimming. The Centre will re-open in 2014 as a fully accessible venue where families, community groups and athletes alike take part in sport, leisure and events activity under the same roof. It is anticipated that the Centre will attract over 800,000 visits per year with the great majority of these visits coming from the local and regional area (1).

The Aquatics Centre will become London's premier swimming facility and will double the number of Olympic-sized swimming pools in the capital. The Centre's facilities include two 50m pools and a diving pool as follows:

- 10-lane competition pool (50m x 25m x 3m)
- 8-lane training pool (50m x 21m x 2m);
- Diving pool (25m x 21m x 5m) with 1m, 3m, 5m, 7.5m and 10m diving boards;

The two 50m pools have been incorporated with movable floors allowing for different water depths and programming for a wide range of activities from walking to fitness classes and other aquatics disciplines. This will help to support the Company's ambition to create opportunities for those who are currently inactive to improve their health outcomes.

The diving offer will help to drive participation in diving as a sport and enable a strong talent pathway for local and regional athletes. A diving area for dry-land training also forms part of the offer to support diving providing a bespoke strength and conditioning area for athletes as well as supporting the next generation of diving talent.

Other facilities include accommodation for changing, meeting rooms, seminars and sports science space; a crèche and a café.

The Aquatics Centre in legacy has a spectator capacity of between 2,500 - 3,500 people.

The Aquatics Centre is expected to include the following range of sports activities: swimming, diving, water polo, synchronised swimming, water polo, disability swimming, synchronised swimming, canoe polo, scuba diving, specialist health and fitness water activities, and family fun sessions, along with lessons for all uses and abilities.

In support of the Legacy Company's Equalities and Inclusion policy, the operator will be required to offer sessions appropriate to local community use, including, for example, single-sex swimming and dedicated sessions for people with disabilities.

Footnote 1: These projections are taken from the OPLC's business planning work and have now been tested by the market through the current procurement process. The figures are subject to some variation as part of the ongoing business planning process. Local is defined as within 30 minutes travelling time of the Park; Regional as between 30-60 minutes travelling time. National and international use accounts for the small minority of visits.

Pricing for sessions is expected to match that of facilities in the surrounding six Host Boroughs. The venue will be open seven days a week with operating hours are expected to start in the early morning through into the evening to encourage maximum accessibility and use.

Schools will be encouraged to take up regular bookings for sessions and events.

The venue will be home for squads of all levels and it is hoped that British Swimming and the Amateur Swimming Association will base many of their programmes at the Centre which will give all swimmers and coaches the chance to benefit from their experience.

Due to the high amount of pool and water space available, the Aquatics Centre is in the advantageous and somewhat unique position of being able to comfortably accommodate both performance and community usage at the same time.

The Legacy Company together with sports National Governing Bodies and London & Partners is continuing to explore the opportunity of bringing major national and international sporting events to the Aquatics Centre, including the 2016 European Swimming Championships.

4 THE MULTI-USE ARENA

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 and will be the third largest arena in London. It is due to re-open in 2013. During the Games it will be known as the Handball Arena hosting handball, fencing (as part of the Modern Pentathlon) and goalball.

The Arena's main hall is the equivalent size of 12 badminton courts (2,743 sq m) and has a sprung wooden floor with the potential for marked courts including 12 badminton, 3 basketball, 3 handball and futsal, 3 volleyball or 3 netball courts. There is space for a 50-100 station fitness suite (487 sq m) and a studio (184 sq m), as well as space for meeting rooms, crèche, and a café.

The Arena is equipped with retractable seating and has a capacity between 3,500 - 7,500 spectators subject to event format.

It is anticipated that the Arena will attract over 600,000 visits per year with the great majority of these visits coming from the local and regional area (2).

Footnote 2: These projections are taken from the OPLC's business planning work and have now been tested by the market through the current procurement process. The figures are subject to some variation as part of the ongoing business planning process. Local is defined as within 30 minutes travelling time of the Park; Regional as between 30-60 minutes travelling time. National and international use accounts for the small minority of visits.

The Arena sports activities may include the following range of sports: basketball, wheelchair basketball, handball, futsal, volleyball, badminton, netball, gymnastics, judo, fencing, taekwondo, boxing, korfbal and indoor hockey.

In direct response to the six Boroughs, which have prioritised basketball and developed a framework for the development of the sport, the Company has specifically obliged the potential operators to deliver basketball within the venue. Previous models have shown that basketball represents one indoor sport with the potential to generate regular spectator attendance. The Company is, however, seeking a balanced programme that delivers opportunities at all levels across a variety of sports and activities.

The Legacy Company together with sport National Governing Bodies and London & Partners is continuing to explore the opportunity of bringing major national and international sporting events to the Multi-Use Arena. These could include basketball, wheelchair basketball, handball, futsal, volleyball, badminton, netball, gymnastics, judo, fencing, taekwondo, boxing, korfbal, indoor hockey, snooker, darts, and five-a-side football. Pricing for sessions is expected to match that of facilities in the Host Boroughs. The venue will be open seven days a week with operating hours expected to start in the early morning through into the evening to encourage maximum accessibility and use.

As the third largest permanent arena in London, the Arena could host music concerts, spoken word events, exhibitions and other activities alongside the professional and community sports programme. The majority of the time, however, the venue will be allocated to community sport use.

5 EVENTS ON THE PARK

It is important to recognise that the venues will be complemented by the other activities in the Park, including public sporting and non-sporting events.

The Legacy Company will create opportunities for the widest possible range of events – from children's play activity to outdoor celebrations and festivals – to generate footfall for the Park and bring new visitors to East London.

The Legacy Company aims to create a welcoming, inclusive place for local, national and international visitors that supports and incentivises healthy behaviours from structured physical activity to 'spontaneous play' opportunities.

6 COMMUNITY USE

Level of community access to each of the venues

In terms of community access, as the procurement process for all three of the Legacy Company's stadia has progressed the Company now has a strong indication of the venues' potential use.

The Multi-Use Arena will deliver a combination of community and performance sport together with a well developed events programme including sporting, entertainment, cultural, community and business events. As previously stated, the majority of the time the venue will be allocated to community sport use. Current projections suggest that the Arena will attract over 600,000 visits per year with the great majority of these visits coming from the local and regional area.

The Aquatics Centre will deliver community sport and a high-performance training centre. It will also provide facilities for a range of aquatics and non-sporting events. As previously stated current projections suggest that the Centre will attract over 800,000 visits per year with the great majority of these visits coming from the local and regional area.

The Park will open all year round for the public to enjoy a range of sporting and cultural activities and events. Following the modelling work the Company has undertaken, it has a good understanding of the Park's potential future user profile and the level of community use by local people, clubs and organisations will be significant.

As outlined elsewhere in this submission, the Company intends to positively encourage the community into the Park's venues in terms of both participation and spectator activities. The Company will seek to drive demand through its marketing activities which focus on building community ownership for the Park and its venues as one of its prime objectives. A consolidated marketing and communications programme specifically targeted at people within the area of the Park will follow the Games to inform them on the transformation works and timescales for re-opening of the Park and its venues. Before the Park opens, efforts will be intensified to make people aware of the facilities on offer and to encourage local residents not just to visit the Park, but to use it as on everyday basis.

Going forward, the Company will take on the role of strategic marketing lead for the Park and will agree venues' marketing plans and campaigns with the operator. The operator will also be required to run outreach programmes for local people, schools and under-represented groups to encourage use of the venues.

Extent of free access to facilities

Pricing for use of the venues is expected to match that of facilities in the surrounding six Host Boroughs. A range of concessionary schemes is being explored at off-peak times for user and priority groups that are not traditionally active in certain sporting activities. This will have the effect of growing demand as well as improving levels of health and fitness.

Supporting use of the facilities by disabled people

The venues will be fully accessible. For the Aquatics Centre, the Company plans to retro-fit an innovative, newly-designed platform for disabled users and those who find it difficult to enter and exit the pools. The Company is currently looking to pilot this in a local pool and is speaking to local borough partners on this.

The chosen operator will also be expected to provide dedicated swimming sessions and lessons, courses and coached dry sporting activities for people with disabilities. They will engage and work with local clubs and schools to develop new opportunities for a wide range of aquatic and team sports, martial arts and holiday activities for young people. There will be a range of specific referral schemes developed with GP and health agencies to promote and signpost pathways to exercise and the benefits of physical activity to those who are disabled and inactive. The operator will be required to ensure that barriers to accessing sporting activities and opportunities are removed.

A fresh range of fully integrated activities will be developed with the national governing bodies to encourage a seamless talent pathway for aspiring athletes to reach their desired goals.

7 REGENERATION

An overriding theme in all of the Legacy Company's work is not just to secure the physical and sustainable regeneration of the area, but to ensure that a positive socio-economic impact is felt by the Park's local communities. The Company sees the venues and the Park as an opportunity to bring investment into the local area resulting in employment and training opportunities for local people and growth for local businesses. The Company sees its role in legacy as taking on and improving upon the work of the ODA and LOCOG in this area, and has been working closely with its 2012 partners to embed best practice and lessons learnt from the construction and Games-time phases.

Securing socio economic gains for local people and businesses have been embedded in the specifications for the Aquatics Centre and the MUA, and bidders for the venues are being evaluated on how they will achieve this.

Key consideration is being given to potential contractors that support local access to employment, training, apprenticeship and work placement opportunities linked to the venues, and that provide opportunities for local businesses and social enterprises to be part of their own supply chains and those of their sub-contractors.

With regard to securing local employment and training benefits, the Company's specifications require the operator to:

- Support the London Living Wage
- To work with local training providers to communicate future training requirements and to support local training initiatives
- To implement an apprenticeship programme
- To work with local labour suppliers and to communicate its vacancies and work force requirements to host boroughs organisations

With regard to securing gains for local SMEs, social enterprises and businesses, the operator and their subcontractors will be required to:

- Advertise their opportunities on CompeteFor (or a similar web portal)
- To work with local business support organisations to widen local firms' access to potential contracting opportunities and participate in Meet The Buyer events organised by the Legacy Company

The Company is funding a pilot buyer engagement and supply chain development project to help contractors access local SMEs and their networks. As well as supporting bidders to engage with the local business base, this initiative will also help to establish a baseline from which the Company can set realistic targets to measure contracts won by local firms as a result of OPLC spend. The pilot is currently working alongside the procurement process for the appointment of the estates and facilities management contractor, but the intention is to roll this out as part of a wider Legacy Company programme so that additional procurement activities such as the Aquatics and the MUA can incorporate this support service.

Other Legacy Company projects include developing a Labour Market Forecasting project to generate workforce requirements for the duration of the Legacy project which will inform local training provision to ensure local people have the right skills at the right time to access jobs on the Park in legacy; an internal 'Procurement Toolkit' which provides OPLC staff with a step by step guide on how to maximise community benefits through procurement; an Olympic Park 'Welcome Pack' given to all Park contractors, developers, operators and tenants to use as a quick reference guide and signposting tool to local recruitment, training and business support services; and developing proposals for interim uses of development platforms to encourage entrepreneurship including social enterprise with the potential to offer a range of cultural, enterprise and employment opportunities.

In terms of ensuring regular use of the venues by large numbers of users or spectators, the Company has requested as part of the operator procurement process a full schedule of programming for both sporting and non sporting activities. Exploring the full potential and ensuring continued use of the venues forms a fundamental part of the evaluation for appointment of the eventual operator and will be incorporated as part of contractual obligations.

Enhancing local public transport access

Following the significant investment in transport infrastructure in preparation for the 2012 Games, the Queen Elizabeth Olympic Park will be one of the best-connected and most accessible places in Europe.

The plans the Company announced in October 2010 demonstrate an enhanced transportation within the Park and provide for an extensive local network of vehicle, walking and cycling routes to link the venues both to the new residential developments within the Park and to existing communities in the surrounding areas. In addition, the Company is in discussions with TfL about the Legacy Communities Scheme masterplan and how best to enhance connectivity in the surrounding area. The Company is working with TfL to identify future bus routes into and through the Park, and to provide access for local users to the venues from across a wider area. This is in addition to the bus routes being brought forward

as part of the Westfield development. These additions will improve the local public transport network which will also benefit from a further post-Games programme of improvements to the Underground, DLR, and London Overground services.

8 SPORT AND HEALTHY LIVING POLICY

Sport and healthy living is one of six of the Legacy Company's corporate policies. This policy is currently in draft form, and is undergoing consultation with a broad range of key stakeholders including the Host Boroughs, the GLA, NHS London, National Governing Bodies and other sporting bodies.

The policy identifies five key objectives to enable the Company to deliver the legacy potential of the Olympic and Paralympic Games to inspire individuals to physical activity and healthier lifestyles.

The five draft objectives are:

1. To promote and deliver community sports participation within the parkland and venues;
2. To promote high performance sport within the sporting venues;
3. To host a range of events from international to community sporting events;
4. To encourage and facilitate coach, sporting official and volunteer skills development, education and training;
5. To design and operate the Park as an exemplar for healthy living.

The venues will be a focal point for improving sports participation, physical activity and healthy living by offering a comprehensive programme of events, coaching and community uses. Operators will work with the Company to develop pathways for sporting clubs across London, promoting local employment opportunities and championing accessibility.

The policy is due to be considered by the Legacy Company's Board in September.

Summary

The Legacy Company is making good progress towards its objective of securing a sustainable legacy for all three of its venues. Having generated substantial interest from the market for the operation of the Aquatics Centre and the MUA, the Company is in a healthy position to negotiate favourable terms with one of three leading leisure management organisations. The Company is also on track to have legacy operators in place before the Games even begin. Having assumed the role for the transformation works, the Company's position is strengthened in terms of overseeing an efficient and effective transition for re-opening the Park and its venues. Securing a sustainable legacy for the Company means not only operating the venues on a commercially viable basis, but ensuring that they become valued community assets that are much used by the people living in and around the Park and across London. The Company does not necessarily foresee a conflict of interest between generating revenues and maintaining a high level of community access. Sustaining high community volume use at prices that are commensurate with existing levels in the boroughs will provide significant and, what the Company hopes will be, a reliable source of revenue.

The Company also does not necessarily see a serious conflict in terms of community versus high performance use, particularly in the case of the Aquatics Centre where the amount of water available means that both types of activity can be pursued within the facility at the same time.

As the beacons from the London 2012 Olympic Games, the venues play a vital role in drawing visitors to the Park and realising the Company's plans for the Queen Elizabeth Olympic Park to become a London visitor destination. Whilst providing another source of revenue for the venues by attracting national and international visitors, the Company expects the vast majority of use to come from local and regional visitors.

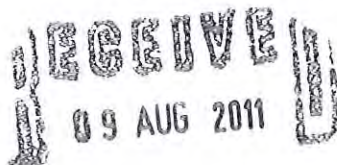
Looking at ways to optimise community benefits forms a core part of the formula for securing a sustainable legacy and is part of everything that the Company does. Having this process embedded in procurement of the venues contracts means that the Company and its operators have the time to plan and work together to bring forward opportunities for local jobs, training and business contracts.

The Company has also made good ground in setting up a governance structure for the Park which will align partners to ensure coherent management of the Park and its venues, as well as combining and co-ordinating efforts to realise socio-economic gains. This will also help to ensure that visitors and users of facilities experience the same high level of quality service and experience throughout the Park.



**LEYTON
ORIENT
FOOTBALL CLUB**

Dee Doocey AM
London Assembly
City Hall
The Queens's Walk
London SE1 2AA



August 8, 2011

Dear Ms Doocey,

LEGACY OF THE OLYMPIC AND PARALYMPIC VENUES

In reply to your letter of June 23 2011, these are the views of Leyton Orient FC, regarding the Legacy venues and we would be grateful if the Economy Culture and Sport Committee of the London Assembly would give them full consideration as part of its Investigation.

FUNDING

With particular reference to the Eton Manor area of the Olympic Park, we strongly believe the Legacy Plan as it stands is most unlikely to be financially viable. The combination of hockey, tennis and 5 a side football only is not an attractive investment proposition for the private sector, hence the demands on the public purse may be substantial in order to operate these activities. Their likely only infrequent use will not help to generate significant revenue. Hockey is not widely supported in the UK and tennis though popular is not closely associated with the Olympic movement or the East end of London, there is already ample (largely underutilised) provision in the vicinity.

In our view the proposals for venues at Eton Manor as depicted in the current Legacy Plan will struggle to be an economic success. Their revenue-generating capacity will be extremely limited and will thus make huge demands on public funds.

To us, the answer is clear. The Eton Manor venues must be supplemented by private sector investment that will have the potential to generate significant income in the long term. This, for reasons that we will expand upon below, and when we have further opportunity, should take the form of a new community stadium venue for Leyton. It can provide new high quality spectator accommodation not only for Leyton Orient Football Club, but potentially other users; rugby perhaps. The stadium can be designed to include space for associated retail and commercial activities, leisure and sports/medical. All of which will help to generate the necessary

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Directors: Eddie Hearn (Vice-Chairman), Matthew Porter (Chief Executive), Steve Dawson (Finance Director), David Dodd, Steve Davis OBE,

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investment and income to ensure long term viability with minimal demands on public funds.

COMMUNITY USE

As we have said we are proposing the development of a community venue, one use of which would be for soccer. The Eton Manor site is, located in the London Borough of Waltham Forest, adjacent to the existing community of Leyton with the tube station is the same walking distance as it is from the present Matchroom Stadium. We are proposing that the community venue for capacity 15,000 is built in addition to the Legacy Plans for hockey and tennis. There will still be scope to attract elite athletes, but with the significant added benefit of viable activities for the local community to engage in. Not just as spectators but with opportunities for participation in local initiatives, for which Leyton Orient has already built up an enviable reputation in London and beyond.

While we are not convinced that this is a suitable location for the comparatively elite sport of tennis, our plans do include the Legacy provision. However we believe the greater need of the surrounding communities including Leyton are facilities for team activities and spectators.

REGENERATION IMPACT

We believe that the present Legacy Plan for Eton Manor will deliver minimal regeneration benefit to Leyton and this part of East London. The activities to be provided for are not those that will engage a significant proportion of the local community, and as we have already said, will not generate the level of revenue that can be re-invested for the public good.

Socio-Economic benefits will be achieved if the Eton Manor area is seen as the northern entrance or “Gateway” to the Olympic Park. It should be a public focus, and planned accordingly. Leaving it as a home for a collection of miscellaneous minority activities will exclude the vast majority of local people. The vital ‘anchor’ in any new consideration of the plan for Eton Manor should be a community stadium venue for Leyton, supported by a modest amount of complementary commercial uses. This will then have the potential to create jobs, provide sporting and leisure opportunities for participants and spectators, and create a destination through a recognisable northern entrance. This can work in the same way as the southern stadium is expected to.

We recognise that there are town planning issues to address. Not least that Eton Manor is presently designated as Metropolitan Open Land. However Eton Manor is a discrete area, visibly self-contained. From a strategic planning point of view, to use the site more effectively would be of immense regeneration benefit to East London, and its removal from MOL would not diminish the strategic function of open land in the area.

It is quite true to say regeneration impact would be enhanced by attracting a large number of regular visitors. The construction of a community stadium and associated commercial development will achieve that purpose. We would not expect the present Legacy Plan to result in activities that will engage people in significant numbers, and certainly not local people.

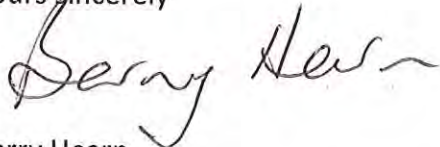
GOVERNANCE AND MANAGEMENT

It is the intention that Leyton Orient would be one of the multi-users of the stadium, along with other sporting and community organisations, but not the owner. Governance and management could pass to the Lee Valley Regional Park Authority, as presently proposed. This is unlikely to present any sort of liability as under our suggestion, the revised scheme would be economically viable. An alternative suggestion for governance is that the stadium site is privately owned and operated, or that some kind of community trust is formed.

Leyton Orient is presently investigating developer interest in providing the stadium, possibly in association with the redevelopment of the existing football ground at Brisbane Road. The redevelopment in itself can make a notable contribution to local regeneration by creating a range of new homes, for a mix of tenures, and helping to meet housing need in Leyton. A scheme for redevelopment could also include commercial space and community facilities.

As you say in your letter we are working closely with community representatives, the local authority and other stakeholders as we develop these proposals that we are confident will deliver a viable and sustainable legacy for Eton Manor. It's still early days and we would appreciate an opportunity to expand on these ideas at your Hearing scheduled for 13 September. We wish to emphasise that we are not seeking to depart from the existing Legacy Plan but incorporate those proposals into something much more comprehensive that will stimulate regeneration, provide a unique community asset, and above all, be viable in the long term.

Yours sincerely



Barry Hearn
Chairman





HEAD OFFICE

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Patron: HRH Countess of Wessex

12 August 2011

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

Dear Richard,

Legacy of the Olympic Park and Paralympic Venues.

I am writing in response to Dee Doocey's request for our views on the legacy plans for the 2012 Olympic and Paralympic venues and in particular the hockey legacy venue at Eton Manor.

Firstly I think it is important to stress the importance of the hockey legacy facility both to hockey nationally and to the growth of hockey in East London. Eton Manor is essential for hockey to attract international hockey events and all the associated local economic benefits to London but it is also central to our plans to capitalise on the interest generated by London 2012 to grow the number of hockey playing participants in an area where there is currently poor facility provision.

I think it would be best to address your 4 generic questions separately for Eton Manor's role as an events centre and a key local facility.

Community Facility.

1. Funding: the expected revenue and costs of the venue.

The England Hockey Board will not be the owner/operator of the venue which will be a multi sport hub involving hockey, tennis and 5-a-side football. We are aware that Lee Valley Regional Park Authority, the owner/operator, has a business plan in place to support their plans for the venue. We will merely be extensive users of the facility so we have not had sight of the business plan but fully support the multi sport use of the facility to underpin the business plan.

2. Community use.

Community use will be at the heart of the hockey facility and the vast majority of usage will be by local clubs. We have a detailed Hockey Development Plan in place covering the 5 Olympic boroughs and during our consultations with local clubs they often raised the issue of poor local facility provision being a factor in restricting growth in participation numbers. We are able to address other limiting issues such as the availability of coaches and volunteers but we are reliant on Eton Manor in providing much needed new facilities. We have begun discussions with local clubs on whether they will take advantage of the new facility individually or whether a new larger merged club would be better.



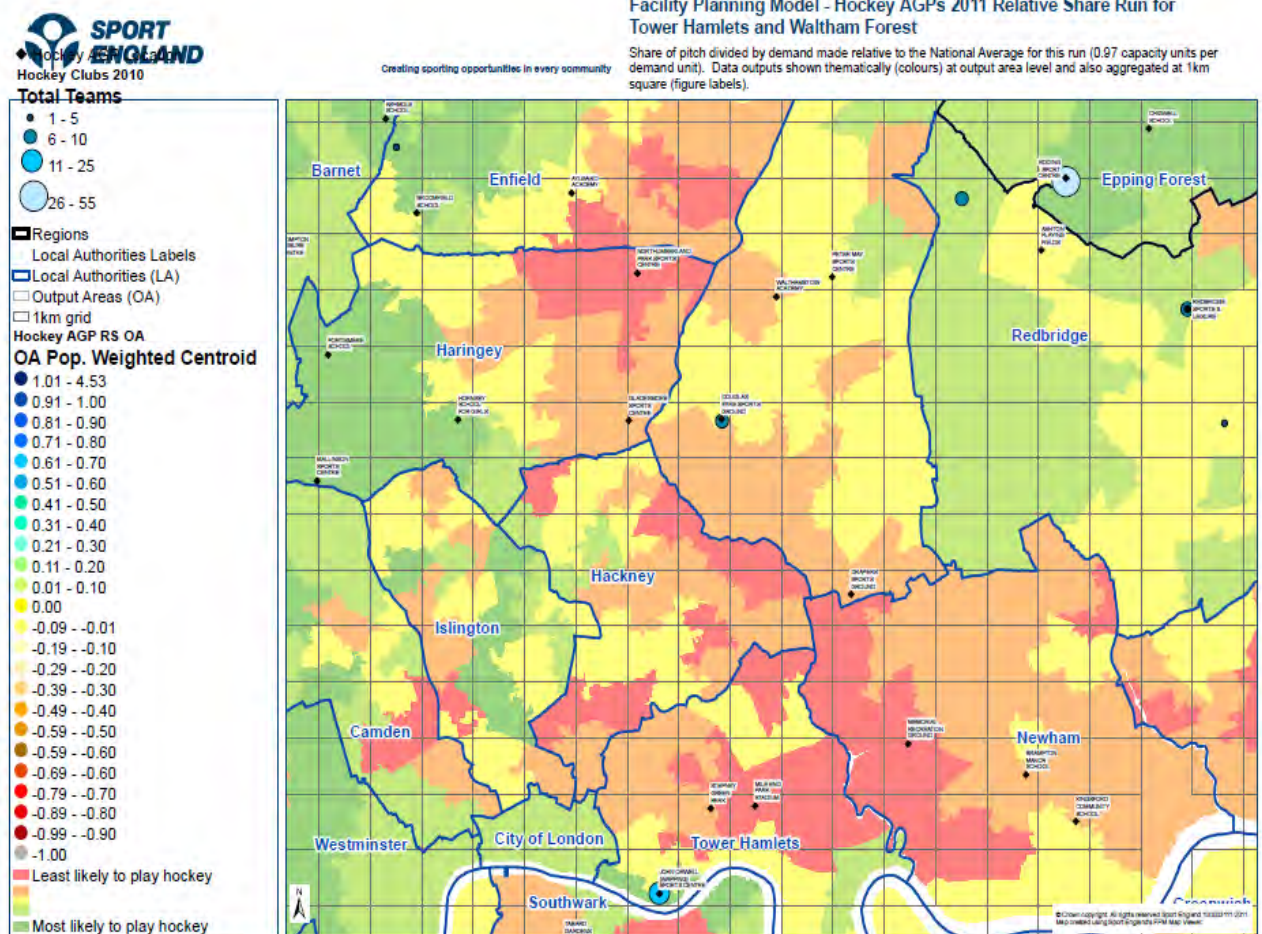
The England Hockey Board is the trading name of England Hockey. England Hockey is a company limited by guarantee
Company registration number 4623333 • Registered address: Bisham Abbey NSC, Marlow, Buckinghamshire, SL7 1RR



Whatever the nature of the club there is no doubt from our discussions with local clubs that the local community see Eton Manor as much needed to cope with existing demand and essential to grow participation. Without Eton Manor we would be unable to sustain the Olympic legacy and develop sporting participation in area that has so much potential.

Local clubs would arrange usage direct with LVRPA and our investigations indicate that demand will be sufficient to fill the facility at weekends and during the evening. There is also no reason why school use could not be encouraged to fill daytime slots. Elite use of the facility will have a very limited impact on the facility's availability to the community.

It is also worth pointing out the importance of Eton Manor being seen as an additional facility for the area and not merely a replacement for existing facilities. That would seriously damage the legacy opportunities offered by the Games. This diagram highlights the current lack of artificial turf pitches suitable for hockey in the area. The key on the left explains that blue shades indicate pitch availability higher than the national average per head of population. A neutral colour indicates facility provision around the national average and red indicates provision much lower than the national average. You will see that the area around Eton Manor is red and therefore Eton Manor is not only essential in its own right but existing provision needs to be protected and developed.



3. Regeneration.

Not only will there be use by local clubs but it will also be a county and regional hockey centre. Essex Hockey Association and the East Hockey Association have both indicated that Eton Manor will be used by them for their activity so we believe that the facility will attract usage and therefore investment from a wide area. Although we would not see these users as requiring significant accommodation, as most would use the facility on a daily basis, the development of Eton Manor as a local, county, regional and national centre can only help sustain regeneration of the area.

4. Governance.

As mentioned earlier the facility will be owned and operated by Lee Valley Regional Park Authority and as we have no ambition to be a facility operator this seems a sensible option. We fully support their plans for Eton Manor and we believe they recognise the importance of the facility to hockey. We would expect that mechanisms such as User Group Forums would be used to ensure satisfaction by the local community particularly as local clubs and schools will be booking and liaising directly with LVRPA. We will however be using our own relationship with LVRPA to ensure that the local community is being well served by their hockey facility.

Events Centre.

1. Funding.

We have put business plans together for both a World Cup and a European Championships at Eton Manor and neither plan assumed any financial contribution from LVRPA, although they have indicated they will waiver facility hire costs. We have engaged with London and Partners and UK Sport to demonstrate that it would be worthwhile for them to make a contribution as the events would support their own business aims. An economic impact survey carried out by Sheffield Hallam University for the 2014 World Cup bid concluded that the event would generate a return of circa £6m into London, including £5m into East London itself. A World Cup is one end of the scale but all the economic impact surveys we have undertaken in connection with events have demonstrated the significant value they generate for the local area.

2. Community use.

We believe that occasional high level events and targeted exposure to elite athletes can support and inspire community use. The England Hockey Board has a well developed plan for using elite athletes in schools and clubs to encourage hockey participation. In addition it has used previous international events in Manchester and Nottingham to launch local school and club competitions to secure a lasting legacy of new participants.

3. Regeneration.

See earlier comments on the economic impact of major events.

4. Governance.

LVRPA would be a major stakeholder in any large event and EHB has a well developed model for involving major stakeholders in the planning and operation of major events. We believe that this would not lead to any significant governance issues.

We were also asked some additional hockey specific questions:

What is the appropriate balance between professional and community use of the hockey centre after 2012?

Firstly, hockey is not a professional sport with the vast majority of international players in England receiving only a limited amount of lottery funding and having to juggle playing with careers and university studies. Therefore even the highest standard of hockey in England is played by amateurs in community based clubs such as Old Loughtonians which is based not far from Eton Manor. However it is worth repeating that elite use of the facility will not significantly impact on community use. We would estimate that there would be an average of 10-20 days / evenings of international hockey played at Eton Manor each year plus a similar amount of national finals.

Do you believe that there should be a specific target for community use, for instance a proportion of time? What should this be and how would it work in practice?

We fully support extensive community use and a target might have been appropriate if we expected higher levels of elite use that could potentially have caused a conflict. However in view of the limited amount of intended elite use we do not believe a target is appropriate in these circumstances.

How often do you believe the hockey centre will be used for major events, at or close to its maximum spectator capacity?

The hockey centre will have a capacity of 3000 in legacy mode. We believe this could be achieved and possibly exceeded for all international matches played there ie 10 -20 days /evenings per year. We also believe that success by hockey on the pitch in 2012, which is entirely realistic with both the men's and women's team being ranked 4th in the world, could lead to increased interest in domestic hockey and therefore crowds of 2000-3000 for National Finals. In addition a major international event such as a World Cup or European Championships would need a stadium with a capacity of 5,000 to 15,000 depending on its status and Eton Manor has been designed to cope with the temporary seating that would be required. The England Hockey Board is aware that the International Hockey Federation wants to bring some of its major events to London and therefore it has agreed a Major Events Strategy with UK Sport which aims to bring a major international hockey tournament to Eton Manor every 1-2 years.

How will England Hockey use the experience of the National Hockey Stadium in Milton Keynes to inform how the 2012 hockey centre is used after the Games?

The National Hockey Stadium in Milton Keynes was owned and operated by a charity independent from the England Hockey Board (and its predecessors) but the EHB is well aware of the lessons that needed to be learnt. That is why community use is key to the viability of the centre. Milton Keynes Hockey Club worked with the local authority to achieve their own first rate facilities so there was never any local use of the National Hockey Stadium. Not only is Eton Manor a much needed local facility but the resulting community use will provide 90% of the hockey revenue. As explained earlier there will be limited elite use and therefore it is vital to the success of Eton Manor that LVRPA work with local clubs to tap into the undoubted demand.

To what extent do you believe the hockey centre will rely on public subsidy to fund its operation? What is the case, if any, for public subsidy?

As we are not party to LVRPA's business plan it is not possible to confirm what, if any, subsidy would be required. It should also be remembered that the site is a multi-sport centre providing a range of activities for the local community which further adds to the difficulty of identifying whether it is hockey being subsidised. There may also be other sources of revenue funding available which could reduce or prevent any public subsidy. However if it can be shown that there is some subsidy of hockey then this investment would be used to meet the demands of ongoing and increasing sporting participation in East London. The social and health benefits of sport are well established and the need to build sporting participation as a result of London 2012 is seen as a key legacy target. Without Eton Manor providing a vital new local centre for hockey this would be extremely difficult to achieve.

I hope this indicates the importance we place on the hockey legacy facility at Eton Manor. We fully support the multi sport community based model being adopted and look forward to seeing it deliver key parts of the legacy envisaged by the London 2012 bid.

Yours sincerely

Sally Munday
Chief Executive.



The London Assembly's Economy, Culture and Sport Committee Investigation into the Legacy of the Olympic and Paralympic venues

Written Submission by the British Olympic Association

1. The British Olympic Association (BOA) is the National Olympic Committee (NOC) for Great Britain and Northern Ireland. It was formed in 1905 in the House of Commons, and at that time consisted of seven National Governing Body members. The BOA now includes as its members the thirty-three National Governing Bodies of each Olympic sport.
2. Great Britain is one of only five countries which have never failed to be represented at the summer Olympic Games since 1896. Great Britain, France and Switzerland are the only countries to have also been present at all Olympic Winter Games. Great Britain has also played host to two Olympic Games in London: in 1908 and 1948. In 2005, London was selected as the host city for the 2012 Olympic Games.
3. The BOA is one of 204 NOCs currently recognised by the International Olympic Committee (IOC). The IOC's role is to lead the promotion of Olympism in accordance with the Olympic Charter. The Charter details the philosophy, aims and traditions of the Olympic Movement. The IOC co-opts and elects its members from among such persons as it considers qualified. Members of the IOC are its representatives in their respective countries and not delegates of their countries within the IOC.
4. The BOA's role is to prepare the 'Best of British' athletes for and lead them at, the summer, winter and youth Olympic Games. In addition, the BOA delivers extensive support services to Britain's Olympic athletes and their National Governing Bodies to enhance Olympic success and is responsible for championing the Olympic values and brand in the UK.
5. The BOA does not receive any direct government or public funding and is completely dependent upon commercial sponsorship and fundraising income. The impartiality this grants the BOA means that it can speak freely as a strong independent voice for British Olympic sport. Sport is built on the work of volunteers and those coaches, clubs, governing bodies and international federations who protect and promote their interests. The BOA believes that the autonomy of sport should be protected.
6. As a result of London hosting the Games in 2012, the BOA's commercial rights have been transferred to the London Organising Committee for the Olympic Games (LOCOG), until the 31st December 2012 to ensure LOCOG can generate the revenue required to stage the Games. Thereafter the commercial rights associated with the word 'Olympic' and the Olympic marks within the territorial remit outlined above, revert back to the BOA.

Background

This submission provides evidence based upon the terms of reference for this investigation:

- To examine plans for legacy use, governance and funding of the new permanent venues for the 2012 Olympic and Paralympic Games within London, including the aquatics centre, Eton Manor, hockey centre, velopark, and handball arena
- To seek to influence decisions regarding the Olympic and Paralympic venues by recommending ways to ensure positive social and economic legacies for Londoners
- To follow up recommendations of the Committee's report, *Legacy United? The legacy of London's Olympic venues* in relation to the Olympic Stadium and media centre

The BOA has a strong interest in the Committee's investigation. As the custodians of the Olympic brand and values throughout Great Britain and Northern Ireland, the BOA wanted to preserve the heritage of hosting the Games in 2012 and thus help to create a tangible and visible legacy within the site post-2012. In this respect, the BOA entered into negotiations with the Olympic Park Legacy Company (OPLC) and the Lee Valley Regional Park Authority (LVRPA) regarding an 'Olympic' association with the Park site in legacy. As a result, in November 2010 the BOA signed a Heads of Terms agreement with the OPLC which set out the conditions for licensing the use of the word 'Olympic' in the name of the Park as the 'Queen Elizabeth Olympic Park.' The Royal Household gave consent for the use of 'Queen Elizabeth' and the IOC granted



permission on the basis that they believed it was important for the British Olympic Movement to preserve such heritage.

The BOA receded any financial payment from granting the use of the word 'Olympic' in exchange for a series of commitments to deliver a sporting legacy within the Park. The BOA recognised that using the value of its commercial properties to ensure that opportunities to participate in sport were at the heart of the site in future years, would be of far greater value to the local community, visitors and British Sport as a whole.

The BOA and OPLC are due to complete the detailed License Agreement in the months ahead which will ensure that collaboratively both organisations will honour the commitments made to encourage a thriving area for sport.

This submission focuses on the specific questions raised by the Committee which are encompassed in four key topics as follows:

Finance

- ***How much demand for revenue-generating uses of the venues is there likely to be after 2012?***
- ***Against what criteria can we determine whether public funding of the venues is being used effectively?***

One of the main revenue-generating uses of the sporting venues will be through the staging of national and international events. The Sydney Olympic Park Authority successfully hosted the World Masters Games in 2009, which saw more than 30,000 athletes compete, and regularly host major sports events at the ANZ Stadium¹. Within the License Agreement between the BOA and OPLC, it is required that venue operators allow access for hosting sports events. The costs of bidding for major sporting events and hosting should the bids be successful must be taken into consideration. UK Sport has a major events funding stream for such cases, but it can only go so far and additional support from the host city itself is often required. London at present does not have a budget for bidding for major events, unlike most other cities and/or regions around the UK. Without a dedicated commitment from the capital, both in the support of a comprehensive future bidding plan and through funding itself, it will become difficult to bid and host events in the Park.

The BOA has recognised the need to provide accommodation on site which is appropriate for visiting high-performance athletes who might be coming to the Park to compete in events or take part in training camps. For the high performance sporting offer in the Park to be successful in generating revenue and ensuring the venues are fully utilised, a provision of suitable accommodation in close proximity to the venues is essential. The BOA is working with the OPLC as set out in the License Agreement, to ensure that this provision is achieved.

The BOA recognises that the level of public funding that has gone into creating the Park and venues is substantial and without it the vision of hosting an Olympic Games, which was first set out in 1997 by the BOA, would not have become a reality. It is therefore essential for all stakeholders to play their part in ensuring that the public investment is justified by creating an environment that can be utilised by residents, workers, elite athletes and the local community alike, in an atmosphere that retains its strong Olympic heritage to inspire the youth of today.

Community use

- ***What is the appropriate balance between elite and non-elite use of the venues?***
- ***What types of facilities and resources are required in order to encourage community use, including for disabled people?***

The BOA believes that it is essential to provide an environment for high performance sport which sits alongside a provision for community sport. Having facilities that encourage both elite and non-elite usage is important and the two are mutually beneficial. The inspirational value for the community of having elite athletes training in their area and at their local facilities should not be underestimated. It is a well-practised model with many facilities catering for elite athletes and non-elite users operating across the UK. The Manchester Velodrome, although primarily a cycling facility, also offers first class facilities for Basketball,

¹ The Sydney Olympic Park Authority Annual Report 2009-10



Netball and Badminton. The National Cycling Centre is home to British Cycling, but the track is in use seven days a week thanks to the comprehensive programme of activities for all levels of ability. The track offers sessions to anyone seeking experience, from elite athletes to novices².

It is essential that the OPLC and LVRPA continue to proactively engage with the respective National Governing Bodies of Sport for each of the venues to ensure that they are utilising the expertise and experience within their organisations to create the most effective model of operation which is accessible and functional for all.

Regeneration impact

- ***How could the Olympic and Paralympic venues help deliver socio-economic gains for local communities?***
- ***To what extent will current plans for the Olympic and Paralympic venues after 2012 help achieve a significant regeneration?***

The Sydney Olympic Park opened in 2000, and is internationally recognised as a leading example of urban renewal. For the period 2009-2010 it received 9.5 million visitors, twice as many when compared with 2000, and currently almost 10,000 people work in the Park. They have managed to integrate world-class venue infrastructure and parklands with a new community of workers, businesses, residents, students and visitors to create a valued legacy of the Games³.

The plans in place for the Queen Elizabeth Olympic Park site in legacy provide a great platform to deliver socio-economic gains for local communities. The BOA is working with the OPLC on plans to create a visitor attraction which showcases British Olympic sport and the Games in 2012. The world-class sports facilities on offer will also provide opportunities to attract international competitions, elite athletes and the local community alike. These elements will encourage tourism to the area, new visitors from around London and the UK and in turn create numerous job opportunities and economic investments into the community.

Governance and Management

- ***What are the governance and management arrangements for the venues after 2012?***
- ***To what extent will plans for the governance and management of venues help deliver legacy goals?***

It is the responsibility of the OPLC to plan, develop and manage the Park post-2012. Alongside this the LVRPA will own, manage and fund four venues after the Games. The BOA has endeavoured to encourage the organisations to work with the respective National Governing Bodies of Sport to ensure that the operating models for the venues encourage the maximise use from high performance sport but also for the local community. As part of the License Agreement, the BOA has ensured that the governing bodies are subject to competitive rates for use of the venues compared to other sports facilities around the UK, in order that they are not 'priced-out' of the market resulting in the London venues being under-utilised in the future.

Ends.

² The National Cycling Centre, <http://www.nationalcyclingcentre.com/index.html>

³ Sydney Olympic Park Legacy Brochure 2010

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Dee Doocey AM

Chair
Economy, Sport and Culture, Committee
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Our ref: MGLA240611-1487

Date:

18 AUG 2011

Dear Dee

Legacy of the Olympic and Paralympic Venues

Thank you for your letter of 22 June setting out your priority questions for the investigation into the legacy of the Olympic and Paralympic Venues. I am pleased to provide my responses below:-

1. Funding: the expected revenue and costs of the venues

To what extent do you believe the permanent sporting venues on the Olympic Park can operate profitably?

Each venue is very different, and there is not a single answer that covers all of them. However, the OPLC should be applauded for the innovative approach it is taking to testing the market for operators for the Multi-use Arena and the Aquatics Centre, by offering the opportunity for potential operators to bid to run the venues individually, or together. The market has responded with a clear message that its preference is for the operation of the venues to be combined. The Company believes that it will be able to achieve synergies between the venues (for example, through reduced overheads, shared staffing) that will reduce the overall burden on the public purse. It has asked potential bidders to come forward with solution-based bids that will maximise benefits and usage, as well as create new demand.

If public subsidy is required to operate any of the venues, who will provide this?

There is significant interest from the market in the Multi-use Arena, Aquatics and estate and facilities management contracts, and it is important that we don't compromise the OPLC's ability to achieve the best price by making premature assumptions about the need for public subsidy.

Whilst currently all public swimming pools in the UK operate with some form of subsidy, the Legacy Company has come up with a range of incentives to encourage operators to be innovative in the solutions they offer. The OPLC will use its best endeavours to secure cross subsidy and economies of scale across the Multi-use Arena and Aquatics Centre, where it can.

What discussions have you had with national government about future funding options?

The OPLC will finalise its Business Plan in the Autumn, which will need to be approved by its Founder Members. It will set out the Company's plans and funding position for the next four years

and focuses on putting the foundations of the long-term legacy in place. I have worked hard with the Company and Government Founder Members to secure a CSR settlement which I believe is a good settlement in very difficult circumstances which enables the OPLC to put the necessary infrastructure into the Park and ensure the venues can operate effectively. This is vital to the Park's long term reputation and success. I expect that the OPLC will retain this settlement if and when it is re-formed as a Mayoral Development Corporation in April next year.

I continue to work closely with government and the Company on delivery of the ambitious plans for the Park to ensure that they represent the best possible value for money. As we move into later stages of the Park's development, we will always look for opportunities to recycle development receipts into the Park and find new sources of private investment. Where new proposals come forward to lever in more private sector investment that will generate significant legacy opportunities on the Park, we will consider the business case for further public sector investment on a case by case basis.

2. Community use: plans to ensure local communities have access to new sporting facilities after 2012.

What level of community access do you believe should be delivered at the venues?

The LDA's proposed target for 90 per cent community use of the Park was based on early assumptions about how the Park and venues would be used after the Games. As the OPLC has developed its approach to securing operators for the venues, it is now in a better position to define the potential community use of the facilities. The GLA has worked closely with the OPLC on its emerging Sport and Healthy Living Policy to ensure that it sets out the anticipated levels of community use of the venues, and how this will be achieved. Figures from the OPLC's existing planning work and the procurement process for operators for the venues strongly suggest that the great majority of visits to the venues will be from the local and regional area, but this is subject to further business planning.

Do you believe it is important to provide free or subsidised access to the facilities?

OPLC is keen to maximise revenue opportunities by responding to demand for the facilities, whilst ensuring fair and equitable access to the venues for all visitors. The Company has pledged that for the first year of operation all session pricing for all users of the venues will be based on the average pricing of other similar facilities in the host boroughs. The Company is currently exploring options for subsidised access during off peak times, and around target markets and priority groups that have traditionally not participated in sport or physical activity, as a way to grow demand and address inactivity.

3. Regeneration: how to maximise the positive impact of the venues on the local economy.

What steps will you take to ensure the venues provide gains for the local economy?

The unprecedented investment in the Olympic Park and venues for the 2012 Games has already delivered benefits to east London, and brought major private investment, notably including the £1.5 billion investment by Westfield in the new retail centre at Stratford which will deliver around 10,000 long term jobs, mostly for local people. The prospects for the future of the Park and the wider area are first class. We are seeing more and more private investors from around the world wanting to find a home in, and around, the Olympic Park. This will mean more jobs, more opportunities and more prosperity for the people who live there.

In addition, OPLC has embedded community benefits in their specifications for operators for the Multi-use Arena and Aquatics Centre, and these will be tested with potential operators as part of the evaluation of bids. The OPLC's draft socio-economic policy outlines a range of jobs, skills and enterprise interventions currently under development that are predicated on brokering relationships with their contractors, developer partners, tenants and venue operators to enable local people and businesses to access employment, apprenticeship, skills and supply chain opportunities. I expect the Company to continue this approach through the procurement of service contracts, and capital works programmes that will come forward over the coming months and years.

The Legacy Company has also set targets for their transformation construction phase which match or improve on ODA achievements for construction. These are being reviewed by Founder Members as part of the corporate and business planning process, and will be published when plans have been agreed. These include specific targets for employment and apprenticeships. The Legacy Company has also commissioned a labour market forecasting tool which will provide accurate information on the labour force requirements on the Park during the later construction phases as well as for the Park operations and end uses. This information will be used to set realistic lifetime targets for their development.

As part of a holistic approach to delivering an employment and skills legacy across the Park and the surrounding areas, the GLA is investing £11.4m over 3 years in a Sustained Employment Programme to provide funding to the six Host Boroughs to help their residents achieve sustained employment in Games-related and wider jobs. In practical terms, this will involve recruitment from borough-based local labour schemes. OPLC will seek to build on this infrastructure for the recruitment of the contractor workforce in the Legacy phase.

Furthermore, in conjunction with London and Partners, OPLC, National Sports Governing Bodies and other stakeholders, we are looking at the potential of bidding for, and staging major sporting and cultural events in the Olympic and Paralympic venues. This is an area in which London has developing expertise, and hosting the 2012 Games should put us head and shoulders above many of our competitors. The economic benefits accruing from such events can be immense and the key will be to harness the effects of these events locally to ensure local communities, businesses and organisations benefit. Securing major events to be staged in the venues will contribute to creating a vibrant mix of events and programmes in the Park that will make it a compelling visitor destination, and an economic success.

To what extent will you be further enhancing the local public transport access to the venues?

As a result of the investment by TfL in transport infrastructure in preparation for the 2012 Games, the Queen Elizabeth Olympic Park will be one of the best-connected and most accessible places in Europe.

The Park will also benefit from an extensive local network of vehicular, walking and cycling routes to link the venues both to the new residential developments within the Park and to existing communities in the surrounding areas. In addition, the OPLC is in discussions with TfL about the Legacy Communities Scheme masterplan which was launched in 2010, and how best to enhance connectivity in the surrounding area. The Company is working with TfL to identify future bus routes into and through the Park, and to provide access for local users to the venues from across a wider area. This is in addition to the bus routes being brought forward as part of the Westfield development. These additions will improve the local public transport network which will also benefit from a further post-Games programme of improvements to the Underground, DLR, and London Overground services.

I am working closely with TfL and the six Host Boroughs in preparing an Olympic Transport Legacy Action Plan (TLAP), a key deliverable of my Transport Strategy, to facilitate further development and investment in the area over the next 20 years. The TLAP will explore ways of:

- enhancing the connectivity of the Olympic Park and fringes,
- improving North South links across the Host Boroughs area, including Thames crossings,
- ensuring capacity and penetration on East/West Road and DLR connections
- maximising the value of Crossrail and CTRL.

4. Governance: plans for the ownership and management of the venues.

Will you be asking the OPLC to ensure there is coordinated management of the venues across the Olympic Park?

The Olympic Park Legacy Company enjoys a close working relationship with the Lee Valley Regional Park Authority (LVRPA) and is already working with the Authority to plan the delivery of an integrated sports offer across the Olympic parklands and venues, incorporating community and high performance sport, and a range of events, from international to community sports events.

What different ownership and governance models for the venues have you considered? How does OPLC's approach reflect best practice?

The OPLC has developed its approach to venue ownership and management based on benchmarking against national and regional venues of a similar standard, such as those at Sheffield and Manchester, venues in past Olympic cities, and other hosts of major sporting events. It has tested these with the market and feedback suggests that the optimum approach for the Company is to procure operators for the Multi-use Arena and Aquatics Centre together, seek a long-term legacy tenant for the Stadium as a stand alone opportunity, and for OPLC to retain control of the estate and facilities management elements of the venue operations so that economies of scale can be achieved by taking a whole park approach.

What priorities have you set for the OPLC with regard to involving local communities in the oversight or management of the venues?

The OPLC's priorities are informed by the seven strategic aims set by Government and myself, as Founder Members of the Company. These aims include: "Securing the long term development and management of the Olympic Park site and venues in ways which provide lasting national and local sporting, cultural, education and leisure benefits and which preserve the site's Olympic heritage".

Accordingly, the OPLC has a well-established programme of engagement with local communities, and will establish user forums and undertake regular customer surveys to continually monitor service performance and encourage continuous improvements in service delivery.

Yours ever,



Boris Johnson
Mayor of London



'Delivering Sport, Strengthening Communities'

LEYTON ORIENT

Community Sports Programme

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SECRETARIAT

11th August 2011

Dear Ms Doocey,

Legacy of the Olympic and Paralympic Venues

We welcome the opportunity to respond to your letter of 23rd June 2011 and the wider investigation that the committee is undertaking.

We are a community sports programme based at Leyton Orient Football Club and since our creation in 1989, we have been at the forefront of developing innovative community sports projects in North East London and we are recognised nationally as an exemplar of best practice.

We have

- Increased and widened participation across a wide range of sports and physical activity to the diverse communities of Northeast London
- trained and developed individuals and groups so that they themselves are better prepared to run sessions, gain funding and build and develop their services
- developed and delivered on the notion of community ownership with the construction and development of the £12m community SCORE building opened in 2005

With 20 full time staff, 30 part time coaching staff and an annual turnover of £1.1m, we provide grassroots sports programmes tied to education and training in Barking, Hackney, Newham, Redbridge, Tower Hamlets and Waltham Forest. We have a strong network of partners and funders across a wide range of agencies; local authorities, regeneration agencies, youth offending teams, schools, Charitable Trusts and the Home Office.

Given our physical proximity to the Olympic Park and our wider community sports remit we are most interested in how the park is developed, in particular the northern part, and how what remains can be fully utilized, to help the local communities realise their potential.

As such we have concerns over the facilities earmarked for the northern part including those at Eton Manor and the Handball Arena, in particular how they will be financed, used, managed and sustained.

Our experience of developing and then running SCORE for the past 6 years has informed us on how to design effective use of space, how to programme and plan activities; how to price fairly incorporating community need and access balanced with the need to generate revenue; how to manage and maintain and get a good cross section of usage all year round.

Our concerns are:

- The facilities being proposed and their high standard specifications are on the face of it aimed at elite performance which by its nature will not generate high utilization rates and therefore yield not much revenue, but will require high subsidy, either from the public purse or the sports governing bodies. They can also be only be used for one activity which will limit how they can be used and how often.
- The sports chosen (Tennis, Hockey, Handball, Cycling) have very little or low participation currently within the local community and will require major outreach programmes to the neighbouring communities to build up interest. When we first started SCORE we spent the first few years before and during construction to spread awareness and participation particularly in Tennis as we understood that people will come to a major facility to play if they think they are proficient and capable in that sport.

We are aware through our work with the Single Regeneration Framework 5 Host Borough Sports group that development plans for the key sports have been put in place to address this issue and we look forward to seeing the impact building up to legacy.

- The location of the sites at the northern end is problematic as it is not centrally connected to Stratford and is only really accessible by car. Users will therefore have to be very determined to get there to play their sport. Eton Manor in particular is isolated from the main park and from Hackney and Leyton and given the fairly narrow sports facility offer may struggle to attract the numbers required.
- The maintenance and running costs are also of concern as the elite facilities require a higher level of care and support and due to the level will not be able to stand high usage rates that would be required to get the appropriate footfall.

However these factors are not insurmountable and can be addressed with the right interventions and approach. We would therefore suggest the following:

Enable each space planned to do more than one thing. We are aware that the handball arena will be marked out for other floor sports and also has the capacity to provide other events especially non-sporting ones which will help. However the velodrome, Hockey and Tennis at Eton Manor need to be opened up to enable other usages. This can either be within the facilities by making them dual purpose and/or by boosting the facilities around them.

Pro active planning and programming by using local existing community sports clubs and agencies to deliver their services from the facilities. This would therefore compliment the current offer provided in the local area and widen the usage of the new venues. This network would also be able to undertake the outreach work required to raise the profile of the sports on offer.


Establish a Park Community Sports Trust which would pull together all of the providers and clubs, negotiate with the Facility Operators and plan and programme community activity as well as pull together funding and attract private sponsorship support. Operationally it could also be responsible for supporting player pathways as well as developing coaches and officials through a comprehensive training package. Its main aim though would be to work on pricing and incentives to get the local community accessing the park at affordable rates.

Viewing these concerns holistically we are currently working on broader plans with Leyton Orient Football Club and Waltham Forest Council in exploring how the northern end of the Park can become a real asset that is connected strategically and physically to the rest of the park and offering something that will increase usage and connectivity with the surrounding communities. The thinking currently is how a multi purpose community stadium could fit on the existing Eton Manor site whilst also accommodating the planned sports facilities. This would include us using the stadium as a base and delivering some of our services through those facilities.

Our thinking is that by having a new all purpose community stadium based at Eton Manor this will increase the viability of the site through increased footfall, have a broader range of activity on offer and become more linked into the wider community by using the existing partnerships to raise interest and activity. These plans are currently embryonic and we are working with a number of key partners to progress it further.

If appropriate we would welcome the opportunity to progress our thinking and views further.

Yours truly,



Neil Taylor
Chief Executive

Culture and the Environment, PLACE

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04 August 2011

Dee Doocey AM

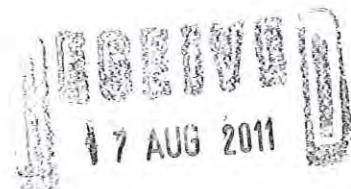
Chair, Economy, Sport and Culture Committee, London Assembly

City Hall

The Queens Walk

London

SE1 2AA



Reference: Response to enquiry dated 23 June 2011

Dear Dee

Legacy of the Olympic and Paralympic Venues

I write in response to your request for information on Sheffield's major sports facilities.

1. Funding

Sheffield City Trust and Sheffield International Venues manage thirteen venues. The figures below are just in relation to the specific facilities you requested.

Costs for specific venues are

Ponds Forge	£7,146,000
iceSheffield	£2,499,000,
Don Valley Stadium	£2,731,000
English Institute of Sport – Sheffield	£1,882,500

Revenue generated is:

Ponds Forge	£3,899,500
iceSheffield	£2,282,300
Don Valley Stadium,	£ 942,100
English Institute of Sport – Sheffield	£1,456,500

Sheffield City Trust receives a public subsidy from Sheffield City Council for all thirteen venues of £5,273,194 per year. Figures aren't available for further break down of subsidy in relation to the four facilities alone.

There will be competition with the London aquatics centre to host national swimming championships, and both national and international diving championships.

2. Community use

All of Sheffield's major sporting facilities are open to community use, as well sports clubs, elite athletes and events.

File reference - C:\Documents and Settings\hp40835\Local Settings\Temporary Internet Files\OLK5B\Legacy of the Olympic and Paralympic Venues (2).docx

The question about the private operator of the Cardiff International Pool is not applicable to Sheffield.

3. Regeneration

Sheffield International Venues employ over 750 people, mainly from the local area. The venues turn over is in excess of £25 million pounds per year. Many of the services the venue use are bought locally.

Sheffield's east end, where the majority of the international sports facilities are based, has been further regenerated by businesses and infrastructure. The regeneration includes:

- Hotels which service the sports and entertainment facilities
- Additional entertainment complexes such as Meadowhall retail park and Valley Centertainment
- Transport infrastructure. Sheffield's light rail network route was designed to service the venues. New, higher capacity road developments between the east end and city we developed to handle increased traffic flow to the new sports facilities
- Additional business parks developed near the facilities in response to increased usage in the area generated by the sports facilities.
- Some of the sports facilities were built away from the east end cluster. These were located in community centres to replace existing facilities, or to fill an identified gap in needs. This includes facilities such as Hillsborough Leisure Centre and Graves Tennis and Leisure Centre
- The venues attract many national and international events. This year there will be over 60 major sports events generating over £6 million into the local economy, supporting local businesses and jobs.
- Local schools and community groups are often given the opportunity to attend these international sports events on complementary tickets.
- There are several volunteering schemes to give local people the chance to volunteer on the sports events to increase their knowledge, experience and employability.
- The venues have attracted National Governing Bodies of Sport and other sport related organisations such as the English Institute of Sport, and South Yorkshire Sport to set up headquarters in Sheffield. This increases the local knowledge pool, and gives a greater opportunity for sports professionals to get a job in Sheffield.

Figures specifically in relation just to the spectator capacity in the competition pool aren't available.

4. Governance

Strengths of a charitable trust and management company model

- The banks who supplied the finance for the City to build the venues required that they be owned by a independent charitable trust. Also that the finance

leases and operating deficit of the original facilities be underwritten by the City Council.

- A charitable trust is able to attract 80% charitable relief on national non domestic rates and this is a considerable saving in terms of the operating costs of the facilities.
- An independent trust focuses on one business without the distractions of other services and "corporate/political" diversions such as a directly managed service would have to contend with.
- An independent trust can make decisions more quickly. It has a Board that meet regularly and decisions can be fast tracked through within a month if necessary or even quicker with the Chair's approval.
- In theory, the Trust has access to funding that a directly managed service would not have.
- The Trust can make investment decisions based purely on business case justifications.
- The Trust is currently limited to operate in Sheffield, however one of its operating companies can trade outside Sheffield and bring profits back into support the Sheffield facilities.

Weaknesses of a charitable trust and management company model

- The trust is still dependent on funding from the Council and only the original facilities are covered by the underwriting agreement.
- The Council can not necessarily impose initiatives on SIV. The current arrangements work as a partnership, however underlying that partnership are contracts that could be enforced. The contracts restrict what the council can ask the trust to do, and what the trust has to deliver.

Yours sincerely



Paul Billington
Director – Culture and Environment

Enquiries to: **0114 273 4700**

Cc.

John Mothersole, SCC
Steve Brailey, SIV

Submission to the GLA's Economy, Culture and Sport Committee

This submission has been prepared by Lee Valley Regional Park Authority (LVRPA) in response to an invitation from Dee Doocey, chair of the ECS Committee, asking for information and views on its investigation into the Legacy of the Olympic and Paralympic Venues. It also covers pertinent points related to the open space on Olympic Park.

Executive summary

There are a number of key issues that we would like to bring to the Committee's attention in this submission:

- a) **The first summer at Lee Valley White Water Centre (LV WWC) has exceeded all expectations with takings already over £1.4m.** 100,000 people have visited the Centre and we have hit all revenue targets after just four months of opening - two clear months before the end of the season.
- b) **We are progressing well with legacy planning for our other three venues in Olympic Park** – Lee Valley Tennis Centre and Lee Valley Hockey Centre on the Eton Manor site and Lee Valley VeloPark – and are using the lessons learnt from LV WWC and our other award-winning venues such as Lee Valley Athletics Centre to guide our preparations and the transformation timetable.
- c) **Our Olympic Park venues, like all of our existing national and regional sport venues, will blend community and elite use, and have grassroots sports participation at their heart.** We are working closely with all the relevant National Governing Bodies (NGBs) to put in place sports development plans that will increase the numbers of people taking part in physical activity, provide the facilities to bring on the next generation of champions and create a lasting legacy for local communities, the capital, the region and the nation.
- d) **At the same time as our Olympic venues being community centred, they will also have a strong commercial focus.** While some will require a level of subsidy, we will keep this to the minimum through cost effective management and maximising income generation. Reducing the burden on the taxpayer is a core part of our wider business strategy and we are already in discussions about sponsorship and naming rights. As an example we plan that, by 2014, LV WWC will have a neutral bottom line.
- e) **This emphasis on viability is carefully balanced by our inclusive pricing policies.** Our pricing is tiered to encourage access by schools, youth groups and community groups and we use income from more commercial activities (eg rafting or corporate events at LV WWC) to subsidise sports development, outreach and access from more deprived parts of the region.
- f) **We have a statutory duty to deliver benefits for all London Boroughs, Essex and Hertfordshire.** Our legacy sports plans commit us to working with communities across the region, including those that are hard to reach. LV WWC has already attracted participants from every single London Borough, the same is true of Lee Valley Athletics Centre which opened in 2007. We are also experienced in providing opportunities for disabled people at many of our centres, for example, at Lee Valley Riding Centre. This is a key area for development and we are working with the Lawn Tennis Association (LTA) to specifically target an inclusive tennis programme for the disabled sport.
- g) **We are working with the NGBs to create events strategies for our venues.** In partnership with the British Canoe Union we have already had a major success in securing the 2015 World Canoe Slalom Championships for LVWWC – the first post-

- h) **Olympic Park will be a major destination made up of a number of venues, attractions, operators and owners.** As the owner, operator and funder of Lee Valley VeloPark and Lee Valley Tennis and Hockey Centres, as well as an owner of a third of the parklands in Olympic Park, we will be keen to be closely involved with OPLC in the activation process to ensure effective use of public resources and a vibrant Park. With four decades of experience, our track record in this area is strong and we are on hand to help OPLC deliver an iconic destination and ensure value for money at every turn.

Introduction

1. As background, it is worth briefly reminding Assembly members of Lee Valley Regional Park Authority's, legal status, remit, governance, outputs, business objectives and sporting pedigree.
2. LVRPA was established by Act of Parliament in 1966.
3. The 26 mile long, 10,000 acre Lee Valley Regional Park stretches from Hertfordshire through Essex, North and East London, Olympic Park, down to the River Thames. We own and manage 5000 acres.
4. The Authority is 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, primarily for the people of London, Essex and Hertfordshire.
5. The Valley 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 4.5 million visits a year.
6. There will be 750,000 visits to our sports venues this year from every corner of the capital and the Olympic Park venues owned and managed by the Authority will take this to more than 1.2 million.
7. We host around 500 local, regional and national events and run a growing education programme. We have held the Investors in Volunteers award since 2008 and 850 volunteers drawn from across the capital and further afield contribute 18,000 volunteering hours a year – up 60 per cent over the past three years.
8. 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.
9. We are partly funded by a levy on the council tax payers of London, Essex and Hertfordshire – currently £1.24 per head of population, per annum. We froze the levy in 2010/11, have reduced it this year and will also reduce it in 2012/13.
10. This levy raises around two thirds of our £18m gross operating budget. The rest is raised through a variety of commercial activities, rents, fees and entrance charges. We currently charge approximately 60 per cent of the maximum possible levy and will bring this down to 50 per cent over the next five years.
11. Last year we published our vision and plan for the Park to 2020 (attached at Appendix 1), the overarching aim of which is to establish the Lee Valley as a world class visitor

- a) Turn our 2012 venues into successful, viable and inclusive facilities for the community, region and the nation – working in partnership with the National Governing Bodies to create sporting opportunities for thousands of people each year.
- b) Work with the Olympic Park Legacy Company to determine the most economic and most effective management model for the Olympic Park – sharing our decades of experience of procurement, contract management and parkland management and activation.

12. We currently run four national / regional sports venues:

- Lee Valley Athletics Centre
- Lee Valley Ice Centre
- Lee Valley Riding Centre
- Lee Valley White Water Centre

After the Games this will rise to seven with the addition of the Olympic Park venues which we have committed to run in legacy:

- Lee Valley VeloPark
- Lee Valley Hockey Centre
- Lee Valley Tennis Centre

Four of our sports venues (Lee Valley Athletics Centre, Lee Valley Ice Centre, Lee Valley Riding Centre and the WaterWorks Nature Reserve and Golf Centre) are QUEST accredited - the UK quality mark for excellence in the sport and leisure sector which defines industry standards and good practice. In addition our sports development programme has been Quest Accredited since 2009. We will apply for Quest status for LV WWC in 2013 and for our three Olympic Park venues in 2015.

We now turn to address the issues raised by the committee.

1 Funding: the expected revenue and costs of the venues

13. The new London 2012 venues we will run will attract around 450,000 visits a year. We will follow the model we have adopted through our decades of delivering and managing sports venues with a focus on community use, grassroots participation, developing talent pathways and supporting elite athletes. We work by establishing long term relationships with sporting National Governing Bodies and seeking to capitalise on commercial opportunities in order to support our work and minimise the impact on the public purse. In short our business philosophy is to be community centred and commercially focused.

14. The Lee Valley White Water Centre Legacy Story

The business model for our three Olympic Park venues will build upon that used to plan for LV WWC which is detailed below as a useful precedent.

We began planning for LV WWC in 1999 – long before the London Games bid had been conceived – in partnership with the National Governing Body, the British Canoe Union, as we both shared an ambition to bring a white water centre to this part of the UK.

Vision met opportunity with the London 2012 bid and LV WWC is the only brand new London 2012 venue to open before the Games. It has been a sporting, visitor and financial success since it opened in April this year. At the time of writing we have taken more than £1.4m in ticket and other revenues in four and a half months, and have well exceeded our commercial targets.

More than 100,000 people have visited the centre to watch or take part in rafting and canoeing, beginning to establish the centre as a tourist attraction in its first few months of operation.

A hugely successful Olympic test event was held in July with elite canoeists from across the globe praising the world class centre.

This “pre-Games legacy” is important for the committee to note. We recently hosted an Inspire-marked Schools Festival at the centre where children from **every single London borough** rafted the world class rapids for free, as part of a six day experience combining paddlesport skills with a variety of outdoor activities.

It is also the only London 2012 venue so far to secure a major post Games sporting event and will host the World Canoe Slalom Championships in 2015.

Post-Games planning is already underway with around £4m of enhancements envisaged for the winter of 2012/13 in preparation for the new season in spring 2013.

We drew up an indicative Business Plan prior to the venue build and a detailed Business Plan for the first operating year of 2011/12 a year before we opened when we had more certainty on likely income, expenditure, market demand and the operational issues. This clearer business plan followed detailed discussions with the National Governing Body, the British Canoe Union, to clarify its daily use of the venue. We will follow the same process to create business plans for our Olympic Park venues.

15. Given the expected opening dates of the Lee Valley VeloPark, Lee Valley Hockey Centre and Lee Valley Tennis Centre, we expect to produce our Business Plans in 2012 when we will be in a position to provide more certainty on many items of income and expenditure.

What are the expected operating costs of each of the permanent sporting venues you will operate on the Olympic Park? How much revenue is each venue expected to generate? What amount of subsidy will the Lee Valley Regional Park Authority be required to provide?

16. Table 1 below summarises the current estimated costs and income for the three LVRPA venues on Olympic Park for the first full year of operation. For financial planning purposes Lee Valley Hockey Centre and Lee Valley Tennis Centre (together with the likely five-a-side commercial football operation) are treated as one venue – and are often referred to as Eton Manor. It is important to point out that these figures are conservative, based on very early assessments. While income figures include some commercial activity – eg food and drink sales, they do not include revenues from potential naming rights, sponsorship and major commercial activities - we are already in discussions with several possible sponsors. We expect the income from these activities, along with greater clarity on a variety of issues detailed in Table 2, will enable us to drive down subsidies in future years as the centres become established.

Indicative figures for first full year of operating 2014/15	Operating costs	Income total	Possible Subsidy required
Lee Valley VeloPark	£1.1-£1.3 million	£780,000-£1 million	Approx £300,000
Lee Valley Hockey Centre Lee Valley Tennis Centre	£860,000	£525,000	£335,000

17. We are seeking information across a range of areas to enable us to accurately forecast. These areas are summarised below in Table 2 along with dates when we expect to resolve these issues.

Issue	Expected date of resolution
<ul style="list-style-type: none"> It is not yet known exactly when the venues will be ready to open to the public. This is because it is not clear how long it will take for the large amount of post-Games transformation works to be completed. One of the key lessons from LV WWC is that as an operator we need six clear months from handover to complete all the work needed in order to open to the public. We are currently in discussion with LOCOG and OPLC to firm up this information. 	<ul style="list-style-type: none"> First half of 2012
<ul style="list-style-type: none"> The earliest full operating year is still three years away 2014/15 	
<ul style="list-style-type: none"> It is still too soon to contract with various key user groups, for example National Governing Bodies, resident hockey clubs, and gain certainty on income to be generated, though from approaches we have had already, we know there is extremely strong interest. 	<ul style="list-style-type: none"> Around 10 clubs who wish to be based at Lee Valley Hockey Centre have already approached us. By mid 2012 we will have decided the criteria which we will apply, how we may select clubs or indeed if we will set up a new one. We are working closely with both the LTA and England Hockey to determine their use of the venues. This will be completed by the second half of 2012.
<ul style="list-style-type: none"> It is also too soon to enter into contracts with suppliers particularly for utilities and so gain certainty on these operating costs 	<ul style="list-style-type: none"> Main contracts will be concluded by the second half of 2012
<ul style="list-style-type: none"> It is too soon to set prices 	<ul style="list-style-type: none"> Greater certainty will be established by the end of 2012
<ul style="list-style-type: none"> Rates bills are not known yet 	
<ul style="list-style-type: none"> Commercial potential is not fully known 	<ul style="list-style-type: none"> By mid 2012 we expect to have worked through plans for significant income from commercial activities, sponsorship, naming rights, commercial hires and events,

	plus merchandise and food and drink sales
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2. Community use: plans to ensure local communities have access to new sporting facilities after 2012.

18. Lee Valley Regional Park Authority has decades of experience running outstanding, award winning sports venues. The model we use blends elite and community use, encouraging usage by the very best in their field with those who have never taken up the sport before.

The points below cover:

- Two case studies of sports venues we run, which are explained in some detail in paragraphs 19-35 to give an idea of our approach.
- Our approach venue by venue for each of our Olympic Park facilities in paragraphs 39-60

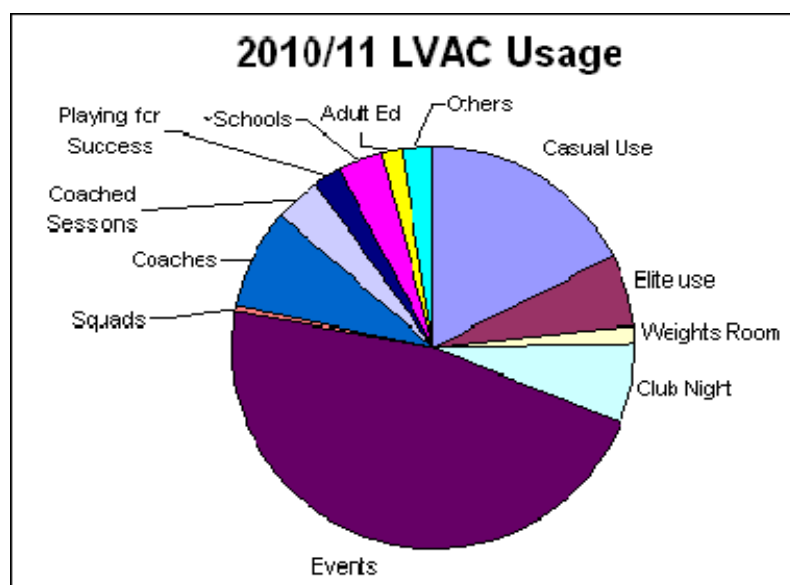
A Lee Valley Athletics Centre

19. There have been more than 500,000 visits to Lee Valley Athletics Centre, in Edmonton, north London since it opened in 2007. Many visitors have never tried athletics before, let alone in such an inspirational venue and competing in the same arena as Beijing 400m gold medallist and world champion Christine Ohuruogu, Olympic triple jump silver medallist and world champion Phillips Idowu or Olympic 400m hurdles bronze medallist Natasha Danvers.

20. It is the largest athletics centre in London and the South East, and is a UKA High Performance Centre for Excellence for both able bodied and disabled athletes. It was delivered by a partnership led by Lee Valley Regional Park Authority with Sport England, via the National Lottery, UKA, the Department for Culture, Media and Sport and with support from the London Marathon Trust.

21. From the outset we recognised UKA's key client role as the sport's National Governing Body and ensured that athletes were at the heart of the design and business planning process. The centre was designed to cater for a regional catchment of elite athletes, clubs, schools and casual athletes while also establishing a close relationship with the local sporting community.

22. Around 80 per cent of the centre's opening hours are for community activity with 20 per cent for elite usage. There is a large variety of events - last year 120 different ones were held from school sports days to international competitions such as the British Masters. 165,000 people used the centre in 2010/11 with the various uses and activities summarised in Table 3 below.



23. The Centre is home to Enfield and Haringey Athletics Club – one of the top five clubs in the country. It is a venue for regional and county athletics Performance Squads, a regional hub for coach education and a regional venue for the English Institute of Sport. It regularly hosts international athletes from a range of sports including fencing, netball and wheelchair rugby.
24. The Athletics Club, in partnership with the local Community Sports Coach, has a thriving regular development programme for disabled athletes.
25. Since opening in January 2007, at least 200,000 children from every London borough and across the South East have enjoyed the facilities at the Lee Valley Athletics Centre including many school sports days. Our pricing structure means that the centre is affordable and accessible for school groups; from as little as £45 an hour for up to 500 school children for a competition event - 9p per child.
26. The Authority has in place Sports Development Plans across all our sports venues helping to ensure we deliver sporting opportunities across the continuum from grass roots community activity through to elite usage. Examples of community sports development programmes at Lee Valley Athletics Centre include:
 - Playing for Success – a sports and education learning project, which aims to re-engage local pupils who are finding school difficult, by using athletics to stimulate their interest in numeracy, literacy and ICT. This programme has recently concluded after three successful years.
 - Athletics Academy – 2,800 under 16 year olds attended these sessions last year 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
 - Schools Athletics Events – 50 separate events in 2010/11 with an additional 25+ school sports days. The centre also runs a number of school holiday coaching programmes and organises a highly successful series of “minithons”, grassroots athletics competitions for 8 to 13 year olds
 - Volunteer Development – Over 3,000 volunteer hours have been pledged to help support athletics events
 - Coach Development – 15 Regional and National Coach Development events took place last year
 - Diversifying into other sports to maximise usage – Over 1,600 school students took part in the National Junior Indoor Rowing Championships event held at the centre.
27. This inclusive approach of engaging with a wide variety of audiences including hard to reach groups, and ensuring sports development pathways are in place, dovetailing with other projects run by the Host Boroughs and Government, is one that we intend to replicate in Olympic Park.

B. Lee Valley White Water Centre

28. As stated earlier, more than 100,000 people have already enjoyed a visit to Lee Valley White Water Centre (LV WWC), the only brand new London 2012 venue to open to the public ahead of the Games.
29. The business model we have developed delivers a commercial and community business which will, by 2014, have a neutral bottom line.

30. In terms of the Authority's commitment to ensuring a sustainable legacy sports programme at our new Olympic facilities, we have developed a five year sports plan for LV WWC with challenging targets around participation, club development, player pathways, competition and events, coaches and volunteers, schools and higher / further education, community engagement and elite usage. Again we plan to replicate this aspect of our model for our other Olympic venues.
31. Examples of community sports development programmes at LV WWC in since opening in April include:
- Schools Festival – Over 1,500 young people from 150 schools from every single London Borough and districts across Essex and Hertfordshire attended a six day free festival
 - Hertfordshire School Games
 - Regional freestyle kayaking competition
 - British Canoe Union coach update seminar
 - Regional usage – participants attending from every London Borough and District / Boroughs across Essex and Hertfordshire, plus from towns and cities across the UK
 - Venue catering for community (rafting), club (kayaking) and elite usage from the outset.
32. Our pricing policy was developed after a thorough analysis of the market and created a set of lead products which were competitive within the market but drew upon the cachet of it being the best centre of its type in the world.
33. Rafting tickets are £49. For this participants are given all equipment they need, full safety training and enjoy four or five runs of the Olympic Standard Competition Course under the eye of a trained raft guide. The raft guides tailor the experience to each group, ensuring a fantastic day out.
34. In contrast, canoeing is only £5 an hour on the Centre's other course – the Legacy Loop and £10 an hour on the Olympic Standard Competition Course for suitably able participants. We consciously took great care to remove barriers to entry. There's no fee to actually come into the venue. Care was taken not only to interest and encourage sports enthusiasts but also to attract members of the public who were interested in the open space or watching friends and family have a go or train.
35. The programme of use has mixed international paddlers with clubs, youth organisations, schools and businesses.

What level of community access do you plan to deliver at each of the venues?

36. With this experience in mind, LVRPA will work with partner organisations to ensure a lasting legacy of sporting opportunities at all of its Olympic facilities. Sporting National Governing Bodies for Cycling, Tennis and Hockey will support us in creating challenging targets, community access and exciting new sports programmes aimed not only at local people, but communities across London and further afield.
37. Our goal is to build the four London 2012 venues we will run after the Games into vibrant, busy centres attracting the widest possible range of participants and visitors, to increase the numbers of people taking part in physical activity, provide the facilities to bring on the next generation of champions and create a lasting legacy for local communities, the capital, the region and the nation.
38. We chair sports implementation groups for cycling and hockey in partnership with the six Host Boroughs and other external organisations.

A Lee Valley VeloPark

39. Lee Valley VeloPark will be the best cycling hub anywhere in the world with four disciplines on one outstanding site attracting participants from across the community. Our current estimate is that the four elements will open in Autumn 2013, though this is dependent on when we get access to the VeloPark and is the subject of discussion with OPLC. Lee Valley VeloPark will be comprised of:
- The 6,000-seater Lee Valley Velodrome is already one of the most admired buildings on the Olympic Park. Completed in February 2011, the stunning Hopkins Architects-designed building forms the centrepiece of the legacy Lee Valley VeloPark.
 - Outside the Velodrome, the BMX circuit will be a modified version of the Olympic track. It will provide top level BMX for all levels of participants and will attract clubs and individuals from neighbouring boroughs and further afield. The floodlit track will be open from early morning to late evening and will provide extensive training sessions.
 - The Mountain Bike track will be constructed after the Games. It will run around the Velodrome and BMX circuit and across the A12 to the Eton Manor area of Olympic Park. It will be open to all mountain bikers regardless of age or ability. It will give them the opportunity, right in the heart of London, to enjoy the many aspects of mountain biking including the thrilling North Shore – ‘urban mountain biking’ with obstacles, and let them build their skills before venturing into the mountains.
 - The one-mile road circuit is a replacement for the Authority’s much loved and very popular Eastway Road Circuit which was closed to make way for the development of Olympic Park. This circuit will attract a range of visitors and give groups and individuals the chance to learn road cycling skills in a safe environment, away from London’s traffic. As with Eastway we expect to host leagues and competitions attracting participants from the south east and beyond to enjoy one of the best circuits in the country.
40. The Authority has been working closely with British Cycling (BC) for some time. The National Governing Body has supported us in the development of a five year legacy sports plan for Lee Valley VeloPark, and it is intended that a partnership between BC and the Authority will result in the funding of a Cycling Development Officer to work across the region and develop community cycling opportunities. BC is also providing guidance and expertise in relation to the delivery of a vibrant events programme for the venue which will help activate Lee Valley VeloPark in legacy.
41. We are also working with the National Cycling Centre in Manchester, the Sir Chris Hoy Velodrome currently under construction in Glasgow for the 2014 Commonwealth Games, plus various other cycling centres across the country to learn from good practice, ensure programmes are coordinated nationally, encourage as much community participation as possible and avoid duplication.
42. Manchester for instance caters to a smaller catchment area, but operates a vibrant programme 52 weeks of the year, something we will also do, capitalising on the popularity of cycling and opening up four key disciplines – track, road, BMX and mountain biking – to thousands of people and helping to train the cycling superstars of tomorrow.
43. We aim to increase cycling provision locally now, with the longer-term view of linking these opportunities to activity at Lee Valley VeloPark, where all kinds of bikes will be available to hire.
44. We chair a six Host Borough group driving forward plans for local cycling, comprised of members from each of the six Local Authorities, British Cycling and third sector organisations with an interest in increasing local cycling provision. The group has led on the development of a number of BMX opportunities across the Host Boroughs well before the Olympic Games. It is well on target to create six new local BMX tracks, one in each Host Borough with further targets to support the development and creation of community BMX clubs.

45. Lee Valley VeloPark will create numerous cycling opportunities and the Authority will develop a five year legacy plan aimed at targeting community usage across the region in the disciplines of track cycling, BMX, Mountain Bike, road cycling.

46. Table 4: A typical day at Lee Valley VeloPark might be:

7am	Lee Valley VeloPark opens. People working in central London will arrive on their way to work for a blast around one of the four tracks. They could bring their own bikes or hire one on site.
8.30am	School groups begin safe cycling lessons on the road circuit enabling them to gain confidence and skills to ride more safely. They could be taking part in local initiatives or the new Bikeability cycle proficiency scheme.
9am	Elite British cyclists take part in an intensive practice session at the Velodrome ahead of a major championship.
10am	Youth groups enjoy the BMX track, honing their skills. Healthy living classes take place in the Velodrome. School groups with children from the age of eight take their turns on the Velodrome track, perhaps having their first lessons ever in an indoor banked cycling arena. The fixed-wheel, brakeless bikes they use will be available for hire, while on-site coaches employed by LVRPA will make sure they have a thrilling but also safe experience.
11am	A group of friends arrives to take on one of the tracks on the mountain biking course. They are graded much like a ski resort enabling people to push themselves as hard as they like.
Noon	Experienced riders use the road track to practice for a league meet.
1pm	Blind cycling group arrives at the Road Circuit for one hour session.
2pm	International event organisers arrive at the Velodrome and the BMX track for discussions about future major championships.
3pm	Velodrome taster sessions for adults – including people who have cycled for many years, womens' groups and disability groups.
4pm	Races on the BMX track with youth groups from across the capital.
7pm	Evening league races take place on the road circuit drawing riders from across London and the south east.
7.30pm	In the early evening the Velodrome will host structured training sessions for higher-level coaching, along with track skills and time devoted for club hire. This will also be the time when the track is given over to specialist track disciplines such as Madison and Keirin, and track leagues.
10pm	Close

47. Key activities across each discipline are:

a. Velodrome

- Community taster sessions
- Accredited track skills sessions
- Schools and Education provision
- Structured track discipline specific sessions
- Corporate track training days
- Extensive local, regional and National events programme
- Targeted cycling provision (women only, veteran racing etc)
- Disability cycling and adapted bikes opportunities
- Extensive coach education programme
- Bike maintenance courses
- Club access
- League racing opportunities
- Elite track cycling access

- Extensive programme of wheel based activity within the in-field (spin classes, WATT Bikes, Go Ride racing)
- Employment and volunteering opportunities

b. BMX

- Community taster sessions
- Pay and play opportunities
- Schools and Education provision
- Coach Education
- Access for local BMX clubs
- Extensive local, regional and National events programme
- Accredited BMX skills sessions
- Targeted activity around girls only, social inclusion projects
- Access for elite performers and development squads

c. Mountain Bike

- Community taster sessions
- Pay and play opportunities
- Accredited MB cycling skills sessions
- School holiday provision
- Schools and Education provision

d. Road Circuit

- Community taster sessions
- Pay and play opportunities
- Schools and Education provision
- Club access
- Extensive local and regional events programme
- Accredited road cycling skills sessions
- Disability cycling and adapted bikes opportunities
- School holiday provision
- League racing opportunities
- Health initiatives

B Lee Valley Hockey Centre

48. During the Olympic Games the hockey events will take place in the centre of Olympic Park. After the Games, two pitches will be moved to form the centrepiece of Lee Valley Hockey Centre. The creation of a permanent hockey legacy venue was a specific pledge in the Olympic bid.
49. Conversion work will take place to the stands used for Paralympic tennis to create 3,000 permanent seats at the main hockey pitch with a capacity to go up temporarily to 15,000 seats for major events.
50. We are working closely with England Hockey, the National Governing Body, who will use the venue for a variety of events including Cup Finals, Premiership playoffs, County finals and International Events. England Hockey supports the Six Host Borough Hockey Implementation group which we chair and are keen to see the centre develop as a hub for junior and academy players.
51. Around ten hockey clubs have expressed an interest in having the site as their home ground which will ensure vibrant, competitive sport each Saturday and Sunday throughout the hockey

52. England Hockey are happy to work with us to set up resident clubs on site in legacy and like us see a volunteer base as important to the success of the venue. Both organisations see the venue as a training and competitions venue, a hub for Junior and academy players.
53. Lee Valley Hockey Centre will also have a significant impact on hockey provision locally and will help to address the lack of good quality hockey playing facilities in East London. We envisage that the venue will become a hub for hockey club competition and leagues and will provide one of the best playing surfaces in East London. The Authority has already supported England Hockey in helping to facilitate a number of club forums across London and will aim to address the issues raised by clubs about the lack of facilities and we chair the hockey sports implementation groups for cycling and hockey in partnership with the Six Host Boroughs and other interested parties.
54. As well as supporting clubs across the region, we will establish a number of hockey development programmes. Activities include:
- Creation of a new hockey club
 - Schools and education provision (Quicksticks)
 - Holiday coaching courses
 - Coach Education opportunities
 - Junior and adult leagues
 - Extensive local, regional and national events programme
 - 'Back to hockey' courses
 - Regional performance centre for Junior hockey
 - Targeted activity around girls only, social inclusion projects.

C Lee Valley Tennis Centre

55. Sharing a club house with Lee Valley Hockey Centre, this venue will have four indoor and six outdoor acrylic tennis courts.
56. Our tennis programme is under development and will be subject to further work as we approach the 2014 opening date, but we already have a high degree of clarity over our broad ambitions.
57. As with all our venues we have an effective working relationship with the National Governing Body and have been exploring with the Lawn Tennis Association (LTA) how we can together establish a strong London hub for community tennis. This focuses on generating participation and programmes in a Clubmark centre, the accreditation for high quality coaching programmes. We intend to establish a high quality coaching programme and with the LTA will recruit, train and support coaches.
58. We expect significant engagement with local schools, youth and community groups, as well as holiday programmes and projects to encourage people to take up and enjoy tennis on the four indoor and six outdoor acrylic tennis courts at Lee Valley Tennis Centre.
59. Examples of the proposed tennis programmes provided by the Authority in legacy:
- A National Centre for the development of disability tennis
 - Regional performance centre
 - Community pay and play opportunities
 - Club Access and development of new clubs
 - Schools and Education Provision

- Junior and adult learn to play coaching courses
- Coach Education courses
- Junior and adult competition structure
- Development of a community tennis club
- Tennis festivals
- Multi sport opportunities
- Targeted activity around girls only, social inclusion projects
- LTA development squads
- Mini tennis opportunities

60. Table 5: A typical day in the life of Lee Valley Tennis and Hockey Centre could be:

9am	Community groups begin tennis coaching sessions. Many will come from the local area.
10am	School groups start hockey skills training and drills. At the weekend the Hockey Centre will have back to back competitive matches with players from across the south east.
11am	Holiday programme planners arrive to finalise their plans for school holiday activities to encourage more young people to take up the tennis.
1pm	A stream of players come to use the indoor tennis courts. They bring with them family groups who watch from the viewing gallery and the café.
2pm	Disability tennis group arrives for matches and training sessions.
3pm	LTA accredited training sessions for school and youth groups and advanced players take place, plus hockey skills training for local youth teams.
7pm:	Club tennis matches, drawing people from a wide area who'll take part in league matches.
8pm	Club hockey training sessions.

To what extent will you support free access to the facilities?

61. The Authority has a long established policy and set of initiatives encouraging access to our venues by as many communities and groups as possible. This is driven by a pricing policy which, where possible, is tiered to encourage access by schools, youth groups and community groups. We also uses income from more commercial activities (such as rafting or site hires) to cross subsidise sports development, outreach and access from the more deprived parts of the region.

62. While we don't in general, provide free access to sports venues (of course access to our opens spaces is free), we do work in partnership with various sports organisations and funding bodies to run taster and other sessions which are free or very low cost. Individuals can train all day at Lee Valley Athletics Centre for £1.80. We have already mentioned in paragraph 25 that 500 school children can use the Centre for £45 an hour, and in the three months to July 2011, 41 different school and community sports events were held there. Taster and regular horse riding sessions start at £12 a half hour at Lee Valley Riding Centre in Leyton. Canoeists can tackle the rapids at LV WWC for £5 an hour. Other examples are summarised in Table 6 below.

Venue	Offer	Subsidised price	Full price (where applicable)
Lee Valley Athletics Centre	Casual use - children, students, unemployed people	£2.40	£5.40
	Track hire – per hour	£45 for up to 500 children	£100
	Children's Star Track	£36 per child	

	coaching programme – 15 hours of coaching		
Lee Valley Ice Centre	Schools usage – per person including skate hire	£5	£9
	Rink hire per hour for up to 40 young people to improve their skating, aimed at club use, eg hockey clubs, figure skating clubs, women only sessions	£90	£350
Lee Valley Riding Centre	30 minute lessons – per person	Schools, charities, local authority run groups and Riding for the Disabled - £12	Private lesson £35-£40
	Learn to Ride course - 12 one hour lessons	Children £180	Adult £240

63. We expect to follow a similar model for our Olympic Park venues and have commitments within our legacy sports plans to ensure we engage with all communities and utilise quieter periods within our facilities for taster and reduced price sessions, plus special promotions and events which encourage access. We expect to work with other operators on the Olympic Park when appointed by OPLC to ensure price is not seen as a barrier to entry to any venue.

64. Lee Valley White Water Centre Schools Festival (referenced in paragraph 14) was an extremely successful event, attracting more than 1,500 children from every London borough and further afield to raft at LV WWC for free. We hope to use this as a template – and perhaps even expand it – for our Olympic Park venues inviting school groups for a one-off free session to give them a taster of a new sport.

How will you support use of the facilities by disabled people?

65. This is a key area for the Authority both in terms of existing provision and future development. Lee Valley Athletics Centre hosts an increasing number of disabled athletic events at regional and county level and two regular weekly disability coached groups, one by the host club Enfield and Haringey Athletics Club and one focused on schools in the area. It also provides a training venue for a number of Paralympians and is the training ground for the GB Wheelchair Rugby Squad. Lee Valley Riding Centre is a regional hub for disability riding with a fully accessible indoor arena and yards for people in wheelchairs, a ramp and hoist to assist riders with limited mobility to mount horses. It provides lessons for riders with a variety of special needs.

66. Disability track sessions are scheduled at the both the Velodrome and the Road Circuit each week with specific targeted disabled schools access also provided. We expect all our venues to become training grounds for future Paralympians.

67. We are currently supporting the creation and development of the 'Lee Valley All Ability Cycle Club', based at Stonebridge Lock in Tottenham, working in partnership with other all ability cycling groups, companies, clubs and volunteers to offer the local and wider community the chance to experience all ability cycling, making the vast cycle network running through the Lee Valley Regional Park and surrounding areas accessible to all.

68. It is hoped in the future that initiatives such as these will be linked to Lee Valley VeloPark on the Olympic site, offering a participation based, equal opportunities cycling legacy throughout the local and wider community.
69. Capitalising on the profile that the Paralympic tennis will bring to Lee Valley Tennis Centre we are working with the Lawn Tennis Association (LTA) to specifically target an inclusive tennis programme for the disabled sport. We are already working closely with the Tennis Foundation (TF) - the LTA's disability arm, to explore ways in which disability tennis can evolve in the build up to, and post London 2012. We are working with TF's events team and the regional disability representatives to develop programmes delivering an early disability legacy in tennis.
70. Disability paddlesport is on the rise within the UK, and Lee Valley White Water Centre's Schools Festival has shown an early, disability legacy ahead of London 2012 with several groups of disabled young people taking part.
71. As mentioned above, we chair the Six Host Boroughs Groups for Cycling, Hockey and are members of the Tennis Group. All of them have a remit to ensure optimum community sports development opportunities with the Olympic Legacy venues serving as regional hubs. There is also a pan-sport Disability Group with similar membership to ensure that all these sports place suitable emphasis on disability participation. The broad objectives are to drive up participation and develop performance pathways with the multi-partner approach adding value to what individual or local agencies could deliver on their own.

What are your views regarding the Olympic Park Legacy Company's alternative plans for the road cycle circuit at the VeloPark?

72. As Members of the Committee will no doubt now know, OPLC, British Cycling, Sport England, LVRPA and cyclists locally have come to an agreement on a new route for the road cycle circuit a few weeks ago. We are very happy with this new route as it delivers a world class circuit, which the original scheme also did, has the backing of the key parties, is financially deliverable and meets OPLC's wider legacy objectives for Olympic Park. Clearly it now needs planning consent, the funding re-confirmed and a clear delivery programme, all of which we believe can be delivered in time to ensure an effective legacy for this cycling discipline. We are working closely with all parties to ensure this happens.

3. Regeneration: how to maximise the positive impact of the venues on the local economy.

How will you ensure regular use of the venues by large numbers of users or spectators?

73. Detailed discussion with the OPLC will be taking place in the coming months in relation to an events and activation programme, partly building on our existing experience of managing large scale events.
74. An events strategy will be developed with the NGBs and commercial promoters for Lee Valley VeloPark (and in particular the Velodrome) and for hockey events at Lee Valley Hockey Centre. Major events at these venues will have a positive impact on the local economy – for example Velodrome events will attract 6000 strong crowds, something we expect to happen on a regular basis. While, of course, placing the sporting integrity of the venues centre stage, we will also create a programme of commercial events and site hires

75. As outlined in paragraph 41, we are working closely with the Manchester and Glasgow velodromes to ensure collaboration in bringing events to these venues.
76. In addition the Authority worked closely with the British Canoe Union and other stakeholders to submit a credible bid to hold the 2015 Canoe Slalom World Championships at Lee Valley White Water Centre. This bid was successful and the process is evidence of the Authority's commitment to hold major national and international events at its Legacy Venues.
77. Corporate sales at LV WWC have been very strong and we expect to build on this at our Olympic Park venues, especially Lee Valley VeloPark. LV WWC has already had a positive impact on its local economy with hotel visits, trade for local suppliers and 145 new full time, part time, seasonal and casual jobs created.

How often do you expect the Hockey Centre will be used at or close to its full capacity?

78. This is a difficult to answer accurately now, but England Hockey intend to use the venue for many of their national events as it will have a permanent infrastructure unlike their other venues.
79. We expect the venue to host domestic and international events. Domestic events will include Cup Finals, Premiership playoffs and County finals. There is potential for the centre to be used for the London Cup in 2014, the 2015 European championships and London Cup, the 2016 Champions trophy, London Cup and Home internationals, the 2017 London Cup and the 2018 World Cup, London Cup and Home internationals.

To what extent is there a need to enhance public transport access to the venues?

80. The venues in the north of Olympic Park are not as well served by public transport as those around the Stratford hub towards the south of the Park. We would like to see shuttle buses from Leyton to serve Lee Valley VeloPark and the Eton Manor venues, new bus routes across the Park and greater connectivity with Leyton Underground station, Ruckolt Road, Stratford Underground and Regional stations.
81. Without this we are concerned that the north of Olympic Park will become reliant on people arriving by car.

4 Governance: plans for the ownership and management of the venues.

To what extent will there be coordinated management of the venues across the Olympic Park?

82. Olympic Park is not a single destination; rather it comprises a range of very different venues and other attractions, each with its own market and business plan and with various operators and owners. However it is important for there to be coordination across the Olympic Park venues in a number of areas:
- Events
 - Special promotions
 - Marketing
 - Estate management
 - Security
 - Ticketing

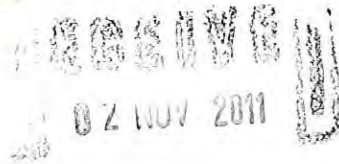
83. The OPLC will, we understand in 2012, once operators are appointed for their Park venues be putting in place a structure which brings all of the venue owners/operators together and provide a coordinated approach. As the owner operator and funder of Lee Valley VeloPark and Lee Valley Tennis and Hockey Centres, as well as a significant owner of the open space we will be keen to be actively involved in this process to ensure effective use of public resources and a vibrant Olympic Park.
84. We have a strong track record of scoping, procuring, running, monitoring and delivering contracts in areas such as grounds maintenance, estate management, and security and currently run a 3000 acre grounds maintenance contract. We would be happy to work with OPLC to leverage this experience and know how across Olympic Park and join relevant contracts together to ensure value for money.

Appendix 1

Lee Valley Regional Park Authority business plan and vision

2020 vision: a world class visitor destination in the Lee Valley

Downloadable [here](#)



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25 October 2011

Dear *Dee*

Transport Connections to Olympic Park

Thank you for your letter of 28 September where you asked a number of questions on the above issue and I will address these in turn.

To support the work of the London Assembly's Economy, Culture and Sport Committee's investigation of the legacy plans for the 2012 Olympic and Paralympic venues you requested details of any plans TfL have to make improvements or investment in each of the following areas beyond 2012:

- Increasing the capacity of Leyton Underground station.
- Increasing service capacity and frequency through Hackney Wick station.
- New pedestrian bridges over the A12 and the Lea Valley Railway.
- Bus routes through the Olympic Park, and
- Any information about discussions on the Chingford – Stratford rail service.

TfL has been working very closely with GLA and relevant boroughs to produce the Olympic Legacy Supplementary Planning Guidance (OLSPG) which is currently out for public consultation until 18 November. To support the preparation of the OLSPG, TfL has undertaken a Strategic Transport Study, which forms part of the public consultation materials.

On behalf of the Mayor, TfL has also prepared, through working with the six host boroughs in east and south east London, an Olympic and Paralympic Transport Legacy Action Plan. This addresses how the Mayor and TfL can ensure a transport legacy from the 2012 Games, for London and specifically

the six host boroughs. The document also addresses the matters you raise and is due to be published later this year.

These documents build upon the investment in transport in and around the Olympic Park which have been or will be completed ahead of the Olympic and Paralympic Games, and after the Games by 2014 the Olympic Park Transformation will have been completed. Further transport measures will be required to support the further development in this area after 2012. These documents largely set out the approach to the areas you have identified which are summarised in the following sections.

Funding and Investment

The OLSPG consultation draft sets out the range of delivery mechanisms and funding sources which are potentially available. TfL will not be able to provide or fund all of the schemes you refer to and others in the Olympic Legacy area. The OLSPG sets out the key planning related funding sources, namely Planning Obligations, Community Infrastructure Levy (CIL), Planning Tariffs (such as exists in part of the area for the LTGDC), Tax Incremental Funding (TIF) and the Business Rate Supplement.

TfL will work with the GLA, who are preparing a Delivery Study which will assess, identify and quantify the social, community and transport infrastructure requirements of the development. This study and analysis will form part of a shared evidence base that could be used by local boroughs, the Olympic Delivery Authority (ODA), LTGDC and, once established, the Mayoral Development Corporation (MDC), to develop S106, tariff and CIL approaches.

Increasing the capacity of Leyton Underground station

There are various options for increasing the capacity of Leyton station which have been suggested by London Underground, the London Thames Gateway Development Corporation (LTGDC) and London Borough of Waltham Forest.

The ODA have recently agreed to release some funds to carry out minor improvements to the station and environment ahead of the Olympic Games, to improve access and capacity.

By 2031 however, Leyton station will be heavily congested due to development growth assumed in the Reference Case. The extra demand from the OLSPG Preferred development scenario, which is in addition to the growth envisaged in the Reference Case, will make the level of congestion even worse with the current infrastructure. Further work is necessary to determine the preferred solution. Tackling this congestion would mean improving the capacity of the staircases, corridors and ticket gates. The depth of the ticket hall would also have to be increased to prevent run-offs on to the street.

Whilst there is currently no funding for LU to make these improvements in response to the planned growth in the OLSPG area, TfL will continue to explore further funding opportunities in the meantime. In the absence of improvements, should congestion levels in the station increase due to the growth planned in the OLSPG area, LU will manage the congestion safely through a range of station control measures, including temporarily closing the whole station for busy periods, as a worst case. It is likely to require developer contributions to fully fund the scheme to ensure that the station can serve the area without regular station closures.

Increasing service capacity and frequency through Hackney Wick station

There has already been substantial investment in the London Overground including new signalling, an entirely new train fleet providing greater capacity and improved frequency of services, and this enhanced connectivity greatly improves people's access to jobs and services, as well as supporting businesses within and around Hackney Wick and the Olympic Park. Hackney Wick is now served in each direction by eight trains per hour in peak periods and six trains per hour in off-peak periods, compared to three trains per hour before.

In addition, the LTGDC is proposing to deliver additional workspace at Hackney Wick, and LTGDC has agreed plans with TfL and Network Rail to improve Hackney Wick station.

Network Rail's Route Utilisation Strategy (RUS), launched in July 2011, sets out that increasing service frequencies on this line is unlikely to be operationally viable because it is heavily used for freight, so further train lengthening is therefore likely to be required. The RUS sets out the potential to increase London Overground trains from 4 cars to 5 cars or 6 cars. TfL will continue to work with Network Rail and other stakeholders to support the business case so that these improvements can be delivered.

New pedestrian bridges over the A12 and the Lea Valley Railway

At this stage, the OLSPG is highlighting the key links that would need to be taken forward in the future for this area to meet the aspirations described in the OLSPG document. Strategic and local connectivity links were identified from previous studies and Masterplans for the area and were assessed in terms of meeting the objectives of both the OLSPG and the Mayor's Transport Strategy. The Transport Study identifies 23 key additional links to those already funded and committed in the area.

The key gaps identified include several options for crossing the A12 to the west of Olympic Park and also to the north and east of the Olympic Park over the Lea Valley Railway, as follows:

- Improving links from Roman Road, Fish Island to the Queen Elizabeth Olympic Park and Stratford, in particular over the A12
- Improved links between Ruckholt Road and Leyton
- Creating new and improved pedestrian and cycle links between Leyton and the Queen Elizabeth Olympic Park and Eton Manor
- Improving pedestrian and cycle links across the A12 especially from Bow Roundabout southwards, and improved pedestrian and cycle environment along the A12
- Further improvements at Bow Roundabout
- Improving north-south pedestrian and cycle connections on both sides of the River Lea to better link the Queen Elizabeth Olympic Park north to Hackney Marshes and south to Three Mills, with particular focus where the river goes under the North London Line and the A12
- New bus infrastructure around the A12 to enable improved bus services

All these schemes will have to be subject to further development, assessment and analysis as they seek the necessary approvals and funding to proceed. Some of these proposals can be included in planning applications and funded through Section 106 agreements, or other funding mechanisms as set out above. Improving local connectivity will also support the use of more sustainable modes of travel and enable a higher proportion of local short trips to be made by walking and cycling rather than car or public transport. This in turn would help to manage the demands on both the road and public transport networks.

Bus routes through the Olympic Park

Bus operations in the area will be substantially uplifted through a minimum contribution of some £12.916 m to support bus services in relation to the Stratford City Development S106. This figure is likely to be enhanced as a result of index linking of the payments over time. An indicative network has also been prepared for the Post Games Transformation (PGT) period.

The OLSPG sets out requirements for bus only links and bridges to be provided in and around the Olympic Park, including: Sugar House Lane to the River Lea; Bromley-by-Bow North to Three Mills Lane; Devas Street to Bow Road via Devons Road and Stroudley Walk; and two-way operation of Eastway for buses. In addition, sufficient bus stands and facilities will need to be provided to meet both the additional demand from the increased population and employment levels and to support the increased mode share of buses required in this area.

An indicative network of bus routes to serve the Olympic Park has been developed in consultation with TfL, which will be included in the Legacy Communities Scheme (LCS) planning application. This network is indicative as the bus network will continue to develop over the next twenty years to meet changing demand. The bus network in the Olympic Legacy area will be implemented through TfL's established bus route tendering programme and TfL will continue to work with key stakeholders, including the Boroughs, both within the bus tendering review programme and specifically in terms of particular projects in order to improve the overall bus network across the Legacy area.

Chingford – Stratford rail service

As part of the Stratford City S106 agreement there will be a number of transport improvements delivered through the developer obligations, which also includes the Chingford Link Project which Waltham Forest Council are actively promoting including Hall Farm Curve and the re-opening of Lea Bridge Road Station. The OLSPG sets out that rail links north of Stratford are poor and also includes the options of upgrading the West Anglia Main Line and infrastructure improvements at Tottenham Hale. TfL will continue to engage with Waltham Forest and other stakeholders, but it will be a matter for the appropriate rail authorities to address.

I trust that addresses the issues you have raised and if you want further information please contact Richard de Cani, Director, Strategy & Policy (decaniri3@tfl.gov.uk).

Yours sincerely



Peter Hendy