

The work of the LLDC, one year on

December 2013



Regeneration Committee Members

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Regeneration Committee

The Regeneration Committee is tasked with monitoring and reviewing the Mayor's regeneration functions and spending decisions. This includes oversight of the London Legacy Development Corporation (LLDC), the Mayor's powers through the London Plan, which are being used to promote particular areas for regeneration, and the Mayor's regeneration funds.

In addition to the LLDC, the Committee's 2013/14 work programme includes a visit to Nine Elms Vauxhall and Battersea, and examination of the Outer London Fund, Super Connected Cities, and Mayor's Regeneration Fund programmes.

Further information about the Committee's work is available on the GLA website: www.london.gov.uk

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Cover photo: view of the northern Parklands taken on the Committee's site visit

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Chairman's foreword



A year after the success of the Olympic and Paralympic Games, public attention has turned to the legacy that they leave for east London.

Regenerating east London and the Lower Lea Valley has always been the key prize of London 2012, and it has cross-party support.¹ It was the centrepiece of the then Mayor's five Olympic legacy commitments established in 2007.² In 2010, the Coalition Government announced its commitment to four legacy areas from the Games, including 'ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in East London.'³

The Games and their legacy plans have – and will cover – several Mayoral administrations. From the beginning, the London Assembly has led scrutiny of the now £9 billion public investment. For example, our Economic Development, Culture, Tourism and Sport Committee examined the role of the LLDC's predecessor, the Olympic Park Legacy Company (February 2010), and the legacy of the Olympic venues (December 2011), and the Budget and Performance Committee investigated the finances of the Olympic legacy (October 2010).

The Regeneration Committee was established in May 2013 to provide lead oversight for the Assembly of the Mayor's regeneration programmes, including the Olympic Park. Scrutiny of the Mayor's regeneration activities has some clear overlaps with scrutiny of the Mayor's budget, and his policies and programmes on planning, housing, and economic development. We hold the Mayor to account for ensuring value for money for taxpayers, and investments that are effective in delivering developments with a clear sense of place and of opportunity.

We look forward to an ongoing dialogue with the LLDC as it continues its valuable work of transforming the Olympic Park into a vibrant new community in east London.

¹ London's candidate file, cited in LLDC (October 2012) *Socio-economic Policy*, p. 4

² Mayor of London (2007) *Five legacy commitments*, p. 13. The other legacy commitments were to: increase sporting opportunities; increase jobs, business and volunteering opportunities; create a sustainable Games and sustainable communities; and showcase London as a diverse, creative and welcoming city

³ DCMS (2010) *Plans for the legacy from the 2012 Olympic and Paralympic Games*, p. 1

Introduction

Since April 2012, the London Legacy Development Corporation (LLDC) has been responsible for delivering the *'physical, social, economic and environmental regeneration of the Olympic Park and its surrounding area.'*⁴

Operating as a Mayoral Development Corporation (MDC), the LLDC is equipped with wide planning and development control powers for the area. The LLDC is the first MDC established through powers given to the Mayor in the Localism Act 2011. The Assembly voted in favour of this Mayoral Development Corporation as a form of governance because it provides clear lines of public accountability for the Olympic Park and surrounding areas. In our view, this model should enable the LLDC to move forward quickly with its commercial and residential offer to consolidate a lasting legacy from the 2012 Olympic and Paralympic Games. It should also be able to take a strategic view as to how its work can impact positively on the wider regeneration objectives for east London.

As an MDC, the LLDC is accountable to Londoners through the Mayor who Chairs the Board and answerable to the London Assembly. This means that we will robustly monitor the LLDC's progress in delivering its regeneration objectives, including its skills and employment offer, and we are keen to ensure that its processes for policy making and project delivery are open and transparent. We will hold the Mayor and LLDC to account for their responsibility to ensure that the public and local residents have confidence in the way the Park is managed - and its evolution - and that they are able to share in the success of the Park.

The Regeneration Committee has looked at the Corporation's activities since the Games and our report draws on three main discussions. On 4 September 2013 the Committee visited the Queen Elizabeth Olympic Park (QEOP) to view the Park in the transformation phase. This visit informed a formal discussion between the Committee and Neale Coleman, Deputy Chairman, and Paul Brickell, Executive Director Regeneration and Community Partnerships, on 8 October 2013. In addition, the Budget and Performance Committee, in its role to examine the Mayor's Budget and finances of the LLDC, held a meeting with Jonathan Dutton, Director of Finance and Corporate Services, and Mark Camley, Director of Park

⁴ <http://www.londonlegacy.co.uk/about-us/what-we-aim-to-achieve/>

Operations and Venues, on 22 October 2013 to discuss the performance and financial position of the LLDC.

This short report highlights the key findings from our initial scrutiny of the LLDC's work to facilitate regeneration. It highlights areas of good progress and identifies key challenges and risks the LLDC faces in the short and medium term.

Part 1: Progress made towards a regeneration legacy from the Games

Venues

The LLDC has secured operators for all eight Olympic venues and it has finalised agreements for three of these in the 12 months since the Games.

The LLDC's deal with iCity to operate the Press and Broadcast Centre is a key achievement. Since signing a ten-year lease, iCity has already let approximately 40 per cent of the available space to anchor tenants BT Sport, along with Loughborough University, Hackney University Technical College and Infinity SDC. On our visit to the Park, Jamie Hindhaugh, Chief Operating Officer of BT Sport, told us that several factors led to the company choosing iCity. These include the Olympic 'buzz', the benefits of a close working relationship with the LLDC, and excellent transport connections, which all supported the new company's decision to locate on the Olympic Park over Media City in Salford.

Equally, we are encouraged that the LLDC has found operators for the sporting venues. West Ham FC will be the long-term concessionaire for the Stadium, and we welcome the fact that the LLDC has begun conversion work for its legacy use.⁵ On our visit to the Copper Box (multi-use arena), we heard that the operator Greenwich Leisure Limited (GLL) exceeded its membership target at the new community gym. In its first months of opening, the venue hosted world-class basketball and boxing events, and National Paralympic Day. We want to ensure that the Copper Box is a space to nurture young people's interest in sport from beginners to competition level.

Furthermore, we urge the LLDC to strive to ensure local communities are core beneficiaries of the Aquatics Centre and the Stadium. Neale Coleman noted: *'we have to particularly get the Stadium back into use and make sure that we run a whole stream of events there besides football.'*⁶ We reiterate the call from the Assembly's former Economy, Culture and Sport Committee which stated that public access to the venues must be maximised to drive the regeneration legacy:

⁵ Regeneration Committee transcript 8 October 2013, p. 2

⁶ Regeneration Committee transcript 8 October 2013, p. 3

*'The venues also need to become accessible community assets, which are used by community groups, open to the public most of the time and affordable for local people to use. This goal complements the regeneration ambition, because achieving it will also ensure frequent footfall at the Park.'*⁷

Current employment

The LLDC has had considerable success in exceeding its employment targets in construction jobs. The most recent figures show that, in the Park transformation phase, the LLDC exceeded its target for employees who:

- are resident in the growth boroughs (41 per cent against 25 per cent target),
- were previously unemployed (17 per cent against 10 per cent target),
- are from BAME backgrounds (62 per cent against 25 per cent target), and
- are women (almost 7 per cent against 5 per cent target).⁸

In written evidence to the Committee, the LLDC acknowledged it has not met its target for disabled people in construction jobs. This is particularly challenging when staff may not wish to report disabilities; the LLDC is planning an awareness campaign to address this.⁹

Apprenticeships are another highlight of the LLDC's regeneration legacy to date. Across both construction and non-construction jobs, the LLDC has established 59 apprenticeships with principal contractor BAM Nuttall, working with specialist agency Reds 10.¹⁰ This means that apprentices account for 5 per cent of the workforce, exceeding a target of 3 per cent.

⁷ Economy, Culture and Sport Committee (December 2011) *Park Life: The legacy of London's Olympic Venues*, p. 8

⁸ LLDC Regeneration and Communities Committee, 24 September 2013, Agenda Item 5, Executive Director of Regeneration & Community Partnership's update, p. 7

⁹ Written submission from LLDC, p. 2

¹⁰ LLDC Board, 29 October 2013, Agenda Item 5, Chief Executive's report to the LLDC Board, p. 29

Beyond its direct contracts, the LLDC is using its policy levers to ensure operators of the Olympic venues pursue apprenticeship opportunities. For example, the LLDC secured commitment from GLL – operator of the Aquatics Centre and Copper Box – that it will recruit 36 apprentices over ten years.¹¹ We are also encouraged to learn that the LLDC is in talks with iCity about apprenticeship opportunities at the Press and Broadcast Centre. To ensure local young people benefit from opportunities to train in technology and digital roles, we urge the LLDC and iCity to prioritise securing apprenticeships in their agreements with both agreed and prospective tenants.

Future economic development and jobs

The success of the Games has driven strong interest in the Park as an economic and cultural centre. Neale Coleman said that this led the LLDC to review the scope of its economic development plans for the Park:

*'Founded on the actual success of the Olympic Games and the change in perception of the whole area that the Olympic Games brought, the great connectivity it has and the opportunity that there is there, we have started to look again [...] at the opportunity to rebalance the development plans for the Park and perhaps to look at a greater element of economic and employment-related uses, particularly in the south of the Park.'*¹²

The LLDC's revised scope means that the Park could provide a broader cultural offer to residents and visitors. In October we heard that the area south of the Arcelor Mittal Orbit could be home to a university, which Neale Coleman argued could 'cross-fertilise' with creative businesses that iCity aims to attract.¹³ Cultural attractions could also support the development of the waterfront site - where the water polo venue was located - as a leisure destination containing bars and restaurants.¹⁴ Since our meeting, the Mayor and the Government have announced that these plans, with new developments by UCL and the V&A Museum at their heart, and framed as 'Olympicopolis',¹⁵ could create up to 10,000 additional jobs and £5.2 billion of economic value on the site. We

¹¹ Written submission from LLDC, p. 3

¹² Regeneration Committee transcript 8 October 2013, p. 2

¹³ Regeneration Committee transcript 8 October 2013, p. 24

¹⁴ Regeneration Committee transcript 8 October 2013, p. 23

¹⁵ GLA, *Mayor and Mayor and Chancellor announce commitment to the development of major new education and arts centres on Queen Elizabeth Olympic Park*, 4 December 2013

welcome the Treasury's commitment in the National Infrastructure Plan 2013 to support the LLDC and the Mayor to develop these proposals.¹⁶

Arts are also a key part of the regeneration framework on the fringes of the Park. We are encouraged that LLDC is in discussions with artists and gallery owners in the Hackney Wick area – which is home to the largest number of artists per square foot in Europe – about how to use the LLDC's planning and other policy tools to best support the local area.¹⁷

Visitors

The LLDC is on track to deliver the visitor numbers forecast in its business plan. 900,000 people visited the Park over summer 2013, including 700,000 who attended a series of events and concerts, and a further 200,000 who took advantage of public access to the Park since opening on 29 July.¹⁸ Furthermore, the LLDC succeeded in opening the first areas of the Park *'earlier than planned, including the north areas of the Park and Copper Box Arena.'*¹⁹ The LLDC is also on track to open the South Park in spring 2014, along with the Aquatics Centre and the Orbit.²⁰

¹⁶ HM Treasury, *National Infrastructure Plan 2013*, p. 70

¹⁷ Regeneration Committee transcript 8 October 2013, p. 4

¹⁸ Budget and Performance Committee 22 October 2013

¹⁹ Written submission from LLDC, p. 1

²⁰ LLDC Board, 29 October 2013, Agenda Item 5, Chief Executive's report to the LLDC Board, p. 23-4

Part 2: The medium and long-term regeneration challenges

Introduction

In our meetings, we also discussed the core challenges the LLDC faces in delivering the London 2012 regeneration objectives. We set out these issues below, relating to future revenue support, targets for non-construction jobs, affordable housing, and connections between the Park and surrounding areas.

A recent House of Lords committee report highlighted that the Mayor has *'ultimate responsibility for the long-term, over-arching leadership and ownership for the legacy in East London.'*²¹ We recognise some of their concerns – for example, the *'long-term sustainability, security and cohesion of the community that [the LLDC] are creating,'*²² local employment, and affordable housing targets – and we make some recommendations for the LLDC, under the Mayor's Leadership, to address these.

Revenue funding in 2015-16

In its 2013/14 to 2015/16 business plan, the LLDC had a revenue funding gap of £9.5 million in 2015/16. If left unaddressed, this gap may change how the LLDC operates in the future. As Jonathan Dutton told the Budget and Performance Committee, *'We can either grow our income or we can cut our expenditure or we can do a combination of those.'*²³ Both of these options may put legacy objectives at risk.

Reducing LLDC's expenditure could jeopardise some of the regeneration activities at the Park. For example, Paul Brickell explained that the LLDC has invested in local engagement activity to help communities make an emotional connection with the Park.²⁴ Yet this was one area that Jonathan Dutton selected as an option to reduce costs, by: *'remov[ing]*

²¹ House of Lords Select Committee on Olympic and Paralympic Legacy (18 November 2013), *Keeping the flame alive: the Olympic and Paralympic Legacy*, p. 19

²² *Ibid*, p. 14

²³ Budget and Performance Committee transcript 22 October 2013, p. 2

²⁴ Regeneration Committee transcript 8 October 2013, p. 35. Paul Brickell said that this work could support local buy-in because it has *'also been about getting local people to feel that they had a place in the park even when it was shut. Because there will be kids working there as apprentices, there will be people working there who would go back into their communities and be saying, "Well, look, I'm in the Park already doing this job"'*.

*some of the events, for example, that were going to be loss-making, that were perhaps designed to encourage local people and people generally to visit the Park', despite adding 'that is not something that we would ideally want to do.'*²⁵

Equally, we heard that security was another area of expenditure which the LLDC is reluctant to cut due to the negative effect it could have on encouraging visitors: *'If the Park were not to be perceived as a safe place, that would be fatal for its future.'*²⁶

Securing additional income, therefore, is essential if the LLDC is to avoid compromising its efforts to secure regeneration at the QEOP. As the Assembly has noted previously, the GLA has a continuing responsibility for the Olympic legacy including *'soft regeneration, potentially providing additional legacy transformation funding.'*²⁷ Discussions between the GLA and LLDC about future funding are still ongoing.²⁸ Its new draft business plan for 2014/15 to 2016/17 indicates that the GLA has accepted a provisional additional revenue contribution of £8 million in 2015/16, and £4.3 million in 2016/17.²⁹ We support this proposal and call on the Mayor to confirm that the LLDC will receive this funding to enable it to deliver the regeneration activities in its new business plan.

Recommendation 1

The LLDC will require additional subsidy to deliver the regeneration activities in its new business plan. The GLA has provisionally agreed to provide the LLDC with an extra £8 million in 2015/16 and the Mayor should confirm this in his 2014/15 consultation budget.

The Mayor should explain how this funding will be made available in 2015/16 and what impact it will have on the GLA's operations.

Revenue funding in the medium term

Beyond the current business plan, the LLDC told us that it will rely to a greater extent on income generation from the Park's operations. We heard that the Olympic Stadium will make a key contribution to the

²⁵ Budget and Performance Committee transcript 22 October 2013, p. 2

²⁶ Regeneration Committee transcript 8 October 2013, p. 9

²⁷ Budget and Performance Committee (October 2010) *The Finances of the Olympic Legacy – Part 1: Olympic Park transfer and continuing liabilities*, p. 24

²⁸ Sir Edward Lister, Budget and Performance Committee, 19 November 2013.

²⁹ Meeting of the Board of the London Legacy Development Corporation, 26 November 2013, Item 8 - Three-year budget and business plan, paragraph 3.6.

Corporation's future revenue streams, through naming rights, catering, and service charges.³⁰ Neale Coleman acknowledged that *'none of those things are nailed down and we are at risk on all of those'*.³¹ Securing a good deal with an operator for the Stadium and South Park in the next 12 months will be critical to maximising income from the Park.³²

Despite its declining need for revenue support, however, it is clear that the LLDC will continue to require a degree of support into the medium term. Neale Coleman told the Regeneration Committee that while *'over the next four, five or six years we will reduce our requirement for revenue support significantly'*³³ [...], *'I would be thinking more like 2018/19 or 2019/20 when we might be looking for the Park to become genuinely self-sustaining in terms of income.'*³⁴ The LLDC is in the process of developing a Ten Year Plan that will be finalised and presented to its board in spring 2014.³⁵

Recommendation 2

The LLDC will require further revenue support beyond its current business plan (2013/14 – 2015/16) if it is to continue to meet legacy objectives. The Mayor should set out a provisional medium term funding plan to enable the LLDC to plan beyond 2015/16.

Revenue support may not be viable indefinitely; if the LLDC is to receive additional funding from the Mayor, its Ten Year Plan should set out how it intends to become self-sustaining in the longer term, by 2020 at the latest.

Non-construction jobs

The LLDC faces challenges in meeting its employment targets in non-construction jobs. Among those employed in the Estates, Facilities, and Management workforce, just 59 per cent were from the Host Boroughs, compared to a target of 85 per cent; 22 per cent were female (against a target of 42 per cent) and six per cent were disabled (against a target of 35 per cent). While the LLDC met its target for BAME employees (47 per

³⁰ Regeneration Committee transcript 8 October 2013, p. 9

³¹ Regeneration Committee transcript 8 October 2013, p. 8

³² Regeneration Committee transcript 8 October 2013, p. 8

³³ Regeneration Committee transcript 8 October 2013, p. 7

³⁴ Regeneration Committee transcript 8 October 2013, p. 9

³⁵ Letter from Jonathan Dutton (Executive Director of Finance and Corporate Services at LLDC) to Chair of the London Assembly's Budget & Performance Committee, 28 November 2013.

cent against a target of 35 per cent), there is clearly scope for improvement on its other targets.³⁶

We are particularly concerned that future jobs created through businesses arriving at iCity and elsewhere on the Park provide jobs for local communities. BT Sport, anchor tenant at iCity, who signed a 10-year lease in November 2012 and began broadcasting in August 2013, currently employs 450 people around 100 of whom are directly employed and the remainder who are employed on a freelance basis.³⁷ BT Sport recognise that those currently working in, for example, 'high technical' roles do not reflect the local community; but their aspiration is that iCity will foster links between students at Hackney Community College so that apprenticeship opportunities will be developed in order that east London residents are reflected in the future workforce.³⁸

Affordable housing targets

Achieving its affordable housing targets poses an equally tough challenge for the LLDC. We heard that the Corporation has a target to deliver 35 per cent affordable housing across the QEOP. At the same time, its minimum requirement is 20 per cent affordable housing,³⁹ exposing a 15 per cent range in the proportion of affordable homes that could be delivered ultimately.

The gap between aspiration and reality is already evident at Chobham Manor, the first of five new 'legacy communities'. In Chobham Manor the LLDC will oversee the construction of 850 homes by developer Taylor Wimpey, and 28 per cent of the new neighbourhood will be affordable.⁴⁰

Our discussion in October suggests that there is also a high degree of uncertainty about the *composition* of affordable housing at the remaining legacy neighbourhoods. The LLDC's planning consent assumes it will deliver a 30:30:40 split between social, affordable and intermediate rent respectively within its affordable housing target.⁴¹ If development was to progress at the lower end of the range for the proportion of affordable homes - around 20 per cent - , however, Neale Coleman confirmed that for every 100 homes, the affordable homes split could be as low 7:7:7.⁴²

³⁶ LLDC written submission to the Regeneration Committee, p. 3

³⁷ Summary of Regeneration Committee visit to the Queen Elizabeth Olympic Park, 4 September 2013

³⁸ Regeneration Committee transcript 8 October 2013, p. 20

³⁹ Regeneration Committee transcript 8 October 2013, p. 28

⁴⁰ LLDC written submission to the Regeneration Committee, p. 6

⁴¹ Regeneration Committee transcript 8 October 2013, p. 28

⁴² Regeneration Committee transcript 8 October 2013, p. 40

He confirmed that negotiations for each development will depend on 'viability reviews' for each phase, which take account of *'the mix, in terms of bedroom size, the total quantum of affordable housing and the split between the different types of affordable.'*⁴³

The accelerated development of up to 1500 new homes at Eastwick and Sweetwater is the LLDC's next test. Neale Coleman told us that the Corporation was seeking developers who can progress plans for the neighbourhood quickly, beginning with a formal procurement process in February 2014.⁴⁴ Yet time and financial pressures could risk the LLDC's ability to meet its affordable housing targets. While the LLDC may seek to increase its income through levying service charges on new rental developments,⁴⁵ it will need to mitigate any risk of rendering homes designated as 'affordable', unaffordable.⁴⁶

Furthermore, the decision to develop plans for 'Olympicopolis' in the South Park (discussed in Part 1) could affect the numbers of affordable homes on the site. Neale Coleman told the Committee *'it will mean there will be a consequence that across the park as a whole we will do less residential.'*⁴⁷ Both the total loss of housing, and the impact on the composition of housing is unclear at this stage. The Committee will monitor closely the implications of these plans on the LLDC's overall housing targets.

Recommendation 3

The LLDC should work towards the original 35 per cent affordable housing for the Eastwick and Sweetwater neighbourhoods. It should update the Committee on the progress of its negotiations with developers in September 2014.

Connectivity

Linking the Park with the surrounding area is crucial. In the year after the Games, the LLDC has improved connections, for example, by installing a new bridge linking Hackney Wick and the Park.⁴⁸ We heard, however, that there remain insufficient connections from East Wick - home to iCity -

⁴³ Regeneration Committee transcript 8 October 2013, p. 28

⁴⁴ Regeneration Committee transcript 8 October 2013, p. 27

⁴⁵ Regeneration Committee transcript 8 October 2013, p. 9-10

⁴⁶ Regeneration Committee transcript 8 October 2013, p. 32

⁴⁷ Regeneration Committee transcript 8 October 2013, p. 31

⁴⁸ Regeneration Committee transcript 8 October 2013, p. 33

across the A12 road to Victoria Park and Homerton.⁴⁹ In addition, Paul Brickell said that the A12 presents a 'divisive' barrier between communities in the Bromley-by-Bow and Stratford areas, and restricts access to local amenities, such as a supermarket.⁵⁰ LLDC said that it is working with Transport for London (TfL) on improvements to Bromley-by-Bow Underground station, Bow roundabout, and new pedestrian crossings across the A12.⁵¹

Recommendation 4

The LLDC should secure agreement with TfL over the new links that will be built across the A12 between the Park and surrounding areas in the next 12 months. It should provide the Committee with an update on its progress in September 2014.

⁴⁹ Regeneration Committee transcript 8 October 2013, p. 33

⁵⁰ Regeneration Committee transcript 8 October 2013, p. 34

⁵¹ LLDC written submission to the Regeneration Committee, p. 4

Summary and conclusion

The LLDC is making good progress towards supporting regeneration in east London. It has secured operators for all the Olympic venues; it is helping to realise a youth employment legacy through prioritising apprenticeship opportunities; and, it has engaged Londoners to return to the Park. We are also encouraged that the Corporation seeks to capitalise on the potential for long-term economic growth by assessing options for a greater employment and cultural offer at the Park.

At the same time, the regeneration legacy is not guaranteed. Shortfalls in the LLDC's revenue budget at the end of its current business plan could mean that some regeneration activities may be at risk. If it were to lose some of its community engagement work, the LLDC could miss opportunities to win 'hearts and minds'. Secondly, employment for local people is central to regeneration in the Park and its hinterland. Ensuring that local communities benefit from highly-skilled technical jobs will require the LLDC to foster pro-active links between educators and employers, as is developing between BT Sport and Hackney Community College. Thirdly, there is a risk that having underperformed at the first hurdle, the LLDC's ambitious affordable housing targets – 35 per cent across the Park – may not be met.

To safeguard the regeneration legacy, the Mayor should provide the LLDC with tapered revenue support from 2015/16 until 2019/20. While the LLDC could '*maximise eventual returns*' by prioritising residential development over other uses and developing the QEOP at a slower rate, we heard that the LLDC plans to deliver a legacy that safeguards the interests of local communities.⁵² We agree that this is the right approach. But we also think LLDC should aim to be fully self-sustaining by 2020.

Supporting the LLDC now will give the Mayor's investment to date a greater chance of success. Continuing to engage local residents and maintain the Park as a safe and attractive place will build the momentum the Park needs to attract visitors. This will in turn increase footfall and support the LLDC's goal of becoming self-sustaining. We cannot risk there being 'white elephants' in the Park. Therefore, there is strong case for further Mayoral revenue support until the LLDC is self-sustaining, to ensure that it continues to fulfil its statutory obligation to undertake regeneration activities.

⁵² Regeneration Committee transcript 8 October 2013, p. 32

Orders and translations

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Chinese

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Vietnamese

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Greek

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Punjabi

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Hindi

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

Bengali

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

Urdu

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Arabic

الحصول على ملخص لهذا المستند بلغتك،
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الإلكتروني أعلاه.

Gujarati

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