

Legacy United?

The legacy of London's Olympic venues

September 2010



Economic Development, Culture, Sport
and Tourism Committee

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On 8 June 2010 the Economic Development, Culture, Sport and Tourism Committee agreed the following terms of reference for this investigation:

- To examine what lessons can be learned from previous regeneration projects about how to maximise benefits for local communities.
- To influence decisions regarding the Olympic venues by recommending ways to ensure positive social and economic legacies for local communities from the Olympic Stadium and media centre.

The Committee would welcome feedback on this report.

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Chair's Foreword

Londoners were promised that securing a legacy was the founding principle on which London's staging of the 2012 Olympic and Paralympic Games would be based. The location of many of the key venues in east London was fundamental to this, as they would help bring about sorely needed regeneration of this part of the city. Our investigation has considered whether the right decisions are being made to ensure this happens.



In a number of ways, our findings are troubling. We remain confident that there is huge potential for the venues, particularly the Olympic Stadium and media centre, to bring a large number of jobs and business opportunities to east London, while generating returns on taxpayers' investment in their construction. However, it is not clear that planning for sustainable legacy uses has been embedded in the decisions that have been made to date.

It was a mistake to design and build the stadium on the basis that it would be reduced dramatically in size after 2012. This plan would secure a legacy for elite athletics, which is important, but is not the best way to regenerate east London or make the stadium financially viable. When London won its bid to stage the Games there should have been an open and thorough analysis of all legacy options for the stadium, which would inform decisions about legacy use. While the Olympic Park Legacy Company has recently set out to do this, it should have happened much earlier.

The Olympic Park media centre has the potential to deliver a fantastic legacy of bringing thousands of jobs to east London, particularly if the vision of a creative industries hub can be achieved. This will not be accomplished overnight, and we must see this as a long-term project. But the media centre's legacy does depend on the Mayor, government and OPLC making firm commitments now. There needs to be investment in adapting the facility and improving public transport.

The legacy of the Games may not begin officially until after the closing ceremony in 2012, but London cannot afford to wait until then before addressing these issues. The Mayor and the OPLC must act on our recommendations to ensure London does not miss out on this unique opportunity.

Len Duvall OBE AM

Chair of the Economic Development, Culture, Sport and Tourism Committee

Executive summary

In this report we examine the legacy potential of the Olympic and Paralympic venues, in particular the Olympic Stadium and the media centre.

The report concerns the physical legacy of the venues, which is one of the many aspects of the 2012 legacy, alongside related issues such as housing, employment, sports participation and transport. We believe that there needs to be an overall vision for the 2012 legacy in east London, and a clear understanding of how different components of the project fit together.

We conclude in this report that for the Olympic Stadium to have a positive impact on regeneration it needs to attract substantial footfall to the park. Furthermore, it should generate revenue – which it has the potential to do – rather than being a drain on taxpayers' money. It is clear that the initial plan for a 25,000-seat stadium to be used primarily for athletics was flawed. We recommend that the Olympic Park Legacy Company (OPLC) needs to prioritise legacy options that guarantee frequent events with a high number of visitors. Unfortunately, for much of the project the Olympic Board and Olympic Delivery Authority (ODA) have not adopted this approach, and have missed opportunities to deliver the most sustainable legacy.

Similarly, the media centre could bring thousands of jobs to the Olympic Park after 2012 if a sustainable legacy use is found. The proposal to establish a creative industries hub at the centre has been endorsed by all key stakeholders and, if it can be achieved, would bring a large number of skilled jobs to the Olympic Park. However, the reductions in scope for the media centre after funding arrangements changed in 2008 mean it may not be as attractive for legacy tenants. There is some suggestion that as a result of financial pressures the OPLC may be moving away from the original vision. We are open to proposals from any industry provided they offer the promised employment legacy, but do believe that the OPLC has to be proactive in engaging potential tenants including those from the creative industries.

Achieving this will require time to discuss options with potential tenants from this sector. It will also require investment in adapting the media centre for this legacy use and upgrading transport connections. There is a trade-off to be negotiated. Quicker returns for the public sector might be achieved if the OPLC opened up the media centre to

all sectors, choosing those that require less extensive adaptations to be made and pay the highest rent. However, we believe the regeneration of east London is better served through a long-term approach that delivers a sustainable use, provides a large number of skilled jobs and stimulates the local economy. This may need further public investment, which should come from the ODA's transformation budget and, if required and available, from remaining contingency funds in the main Olympic budget.

We recommend that a number of other measures are implemented to ensure local communities benefit from the venues legacy, and are involved in delivering the legacy. Community access to the venues should be guaranteed in agreements with venue operators, and encouraged through the branding and physical design of the site. There should be long-term targets for operators to recruit local people, accompanied by training programmes that give people the skills required in the jobs that will be available at the venues. Procurement practices should give opportunities for local business to win contracts, with additional support for small firms to gain access to the tender process, including local non-profit organisations.

In terms of governance, we believe that securing a legacy for the venues requires a lead organisation to attract investment, co-ordinate development and activity across the park, and enforce agreements with venue operators. Two years after the announcement of the OPLC's creation, its future, remit and long-term funding remains unclear. We are at a critical stage in the development of legacy plans. Decisions need to be taken about whether the OPLC is simply to act as a landlord seeking to maximise income from the venues after 2012 or whether it will be a major, long-term force for the regeneration of this part of east London. At the moment it lacks the direction from central Government and the Mayor, and the funding, to act as either.

1 Introduction

- 1.1 The London Assembly plays a leading role in monitoring the progress of the 2012 Olympic and Paralympic Games. Our work focuses on two overall objectives that policy-makers and organisers must work towards. Firstly, the staging of a safe, successful Games that showcases London to the world in the best possible light. Secondly, the delivery of a sustained legacy from the Games, with long-term social and economic benefits for all Londoners.
- 1.2 Our work on the first objective includes recent and planned investigations into the Games' transport strategy, the preparedness of the emergency services and the environmental sustainability of the event. For the second objective, the Assembly is currently examining how the legacy commitments will be funded and what the long-term employment and skills benefits from the Games may be, as well as reviewing the Legacy Masterplan Framework for the Olympic Park.
- 1.3 This investigation by the Economic Development, Culture, Sport and Tourism Committee addressed the legacy objective, considering how one aspect of the Games legacy – the permanent venues in the Olympic Park – can benefit Londoners.
- 1.4 It has always been clear that a sustainable legacy has been a fundamental objective for London's staging of the Games. As Lord Coe, who led London's bid for the Games and now chairs the organising committee, told the Assembly, *"legacy is enshrined in all our thinking and it is taking place now, not when the Games have been and gone."*¹ The Committee sought to examine whether this stated commitment to legacy is actually being delivered.
- 1.5 The primary question for the investigation has been how these sporting and other structures bequeathed to east London after 2012 can contribute to the long-term regeneration of the area, helping to provide a marked improvement in social and economic conditions for people in the communities surrounding the Olympic Park long after the Games.
- 1.6 The Committee is convinced that there is great potential for the 2012 venues to help enhance the regeneration of east London, which is one

The question for this investigation is: how can the venues contribute to the regeneration of east London?

¹ Transcript of the London Assembly plenary meeting, 15 February 2007, page 2. Minutes and transcripts of Assembly meetings are available at <http://www.london.gov.uk/who-runs-london/the-london-assembly/meetings/whole-assembly> or from the London Assembly secretariat

of the Mayor's key legacy commitments. They can provide new sporting infrastructure and bring visitors to the area, creating new jobs and opportunities for businesses. The recommendations in this report are designed to help ensure this potential is delivered.

- 1.7 The Olympic Park Legacy Company (OPLC) has the task of discussing options for the venues with potential future tenants or owners. During this investigation the Committee has not sought to replicate that process. We believe the best way for the Committee to add value to the discussion is to examine how the development of the venues can contribute to the wider regeneration of east London. In doing this we hope to influence decisions about the venues being made by the OPLC and its owners, the Mayor and the Government.
- 1.8 The Committee's starting point was to consider the experience of previous regeneration projects, focusing mainly on projects that were connected to a major event or involved the construction of sporting stadia. As part of this we commissioned a literature review from Oxford Brookes University, which discussed a number of cases and highlighted the lessons London can learn from past experience.²
- 1.9 The literature review has helped to inform the Committee's approach to the investigation. The final report from the review describes different ways in which venues built for major events (particularly the Olympic and the Commonwealth Games) have been used after the event. However, the key lesson revealed in the review was that decisions on building re-use should not be divorced from wider strategic vision for legacy. A vision for what the event's legacy is intended to achieve is required, and from that point the future use of the venues can be determined, based on how it helps to fulfil that ambition. If this approach is not adopted, the review argues:

*"...the opportunities for synergies between legacy outcomes and the re-use of venues may be lost and the implications of the decisions taken about re-use not fully considered."*³

² The findings from the review are being published alongside this report. To download please visit: <http://www.london.gov.uk/who-runs-london/the-london-assembly/publications/2012-games>

³ *Literature review: Olympic Venues – Regeneration Legacy*, Oxford Brookes University, June 2010

We have considered what lessons London can learn from previous regeneration projects

- 1.10 The Committee has therefore considered the potential contribution of the venues to the wider regeneration of east London, rather than considering them in isolation. We have used the Strategic Regeneration Framework for the Olympic legacy as our starting point in determining how the 2012 Games can enhance east London regeneration. This document was produced by the five host boroughs of the Games and endorsed by the Mayor and the previous Government.⁴ It includes a range of commitments around the socio-economic legacy for east London, aimed at achieving 'convergence' in outcomes between east London and the rest of the city. The action plan expected to accompany the framework has not yet been published.⁵
- 1.11 In conducting the investigation, in June the Committee also met experts and practitioners, who had researched or been involved in previous regeneration projects, to gain further insight into the challenges involved. The next stage of the investigation focused on east London in more detail. The Committee wrote to a number of organisations involved in the regeneration of east London or representing its communities and invited submissions of views about how the Olympic venues could benefit local communities, including boroughs, charities and developers. We invited several of these organisations to the Committee's meeting in July to discuss the issues raised.⁶
- 1.12 The investigation focused in particular on the Olympic Stadium and the media centre. These two venues were chosen because they have the potential to employ many people after the Games and attract visitors to the Olympic Park, but relative to other venues the legacy plans for both structures are still not finalised, with key decisions still to be made. However, many of the issues we considered during the investigation will be common to all of the permanent venues being constructed on the Olympic Park (see a map of the park on page 14).
- 1.13 This report begins with successive chapters on the Olympic Stadium and the media centre, which discuss how the different options for

⁴ *Strategic Regeneration Framework: An Olympic legacy for the host boroughs: Stage 1*, London Boroughs of Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest, October 2009

⁵ Exclusive: Legacy action plan for Olympics delayed, Jamie Carpenter, *Regeneration and Renewal*, 28 June 2010

⁶ Appendix 4 has a full list of guests at Committee meetings and written submissions received.

future uses of these venues could help regenerate the area. In chapter four, specific measures that could be taken to ensure benefits for local communities are discussed. Finally, in chapter five the report discusses issues around the future governance of the venues.

- 1.14 The findings of this investigation will be complemented by other ongoing work by the London Assembly. In particular, the Planning and Housing Committee is focusing on the physical development of the area in its examination of the latest Legacy Masterplan Framework for the Olympic Park, including plans for the Olympic Village and housing elsewhere on the park. The Budget and Performance Committee is also investigating the implications for the legacy of the financial settlement relating to the LDA's Olympics-related debt and transfer of land to the OPLC.⁷

⁷ For further information about these investigations please visit:
<http://www.london.gov.uk/who-runs-london/the-london-assembly/investigations>

Figure 1: Olympic Park (legacy mode)



Source: Olympic Park Legacy Company, September 2010

2 The Olympic Stadium

Key points

- Opportunities to tie the construction of the Olympic Stadium to a sustainable legacy use were missed in the years after London's successful bid to stage the 2012 Games.
- The Olympic Board and Olympic Delivery Authority ceased discussions with some potential tenants early in the project and it is likely this has increased the eventual costs of converting the stadium for its ultimate legacy use.
- The Olympic Stadium still represents a huge opportunity to help stimulate the regeneration of this part of east London.
- Priority should be given to a legacy use which involves continual use, with frequent events attracting high numbers of visitors, to maximise sustainable job opportunities and a return on public investment.

- 2.1 The Olympic Stadium will be the centrepiece of the 2012 Olympic and Paralympic Games, where the opening and closing ceremonies and the bulk of the athletics competitions will be staged. The stadium is being constructed by Sir Robert McAlpine Ltd, with an estimated final cost of £516 million,⁸ and will have a capacity of 80,000 seats during the Games.
- 2.2 The London Assembly has consistently raised concerns about the legacy plans for the stadium and in summer 2009, four years after London won its bid to stage the Games, the Assembly called for a final decision to be made swiftly.⁹ This has not yet happened, although recently the Olympic Park Legacy Company has taken steps to resolve the issue. This chapter recalls the decisions that have been made to date about the stadium, discusses the various options for its legacy and examines which options are likely to have the most positive impact on the regeneration of east London.

⁸ *London 2012 Olympic and Paralympic Games: Quarterly Report*, Department for Culture, Media and Sport, July 2010

⁹ *Towards a Lasting Legacy: A 2012 Olympic and Paralympic Games Update*, Economic Development, Culture, Sport and Tourism Committee, London Assembly, July 2009

London's bid for the Games said the stadium would have a 25,000-seat capacity after 2012

Existing plans for the Olympic Stadium

Athletics legacy plans

- 2.3 London's 'candidate file' – its formal bid to stage the 2012 Olympic and Paralympic Games – stated that after the Games, the Olympic Stadium would be converted “to a 25,000-seat multipurpose venue with athletics at its core.”¹⁰ This would entail drastically reducing the capacity of the stadium with the removal of 55,000 seats. The stadium would then be used for major athletics events such as international grand prix, as well as smaller events and other sports. After London was awarded the Games, this specification formed the basis of the plan for the stadium that was then developed by the new Olympic Delivery Authority (ODA), the body responsible for the construction of the Olympic venues.
- 2.4 This plan was confirmed by the Olympic Board in June 2006.¹¹ The Olympic Board is responsible for the oversight and strategic management of the entire Games project. At this time, its members were:
- Ken Livingstone, then Mayor of London (Co-Chair);
 - Tessa Jowell MP, then Minister for the Olympics (Co-Chair);
 - Lord Coe, Chair of the London Organising Committee of the Olympic Games and Paralympic Games;
 - Lord Moynihan, Chair of the British Olympic Association; and
 - Jack Lemley, then Chair of the Olympic Delivery Authority.
- 2.5 Following the bid commitment for the stadium to have 'athletics at its core', the stadium has been designed and constructed with a permanent athletics track. The lower tier of around 25,000 seats, closest to the athletics track, is a permanent structure. The design of the stadium allows for the higher tiers of seating to be removed. The

¹⁰ *Theme 1: Concept and Legacy*, London 2012, 2005. It should be noted that the commitments contained in London's bid to the International Olympic Committee (IOC) do represent a binding agreement. However, the agreement can be altered, and the IOC's President has stated that the IOC would not oppose removing the athletics facilities from the Olympic Stadium after 2012 if this was the best legacy solution. *IOC reopens 2012 stadium debate*, Matt Slater, www.bbc.co.uk, 30 October 2008

¹¹ Transcript of London Assembly plenary meeting, 15 November 2006, page 12

stadium roof will also be removed on three sides, leaving only one stand covered.¹²

2.6 This specification differs from stadiums built elsewhere to accommodate athletics and other sports, for instance:

- The City of Manchester Stadium, built for the 2002 Commonwealth Games, was designed to allow for the athletics track to be removed after the Games and replaced with an additional lower tier of seating. This was to meet the requirements of the football club, Manchester City, which had agreed to become the anchor tenant.¹³
- The Stade de France in Paris, built for the 1998 football World Cup, is used for athletics and other sports. It has retractable seating in the lower tier of the stadium, built over a track, so it can be converted for athletics when required. The stadium was used for the 2003 athletics World Championships.¹⁴

2.7 It is possible to estimate the demand for a grand prix athletics stadium in London, based on the current usage of London's existing facilities. Crystal Palace – located around eight miles from the Olympic Stadium – is used for grand prix and other athletics events in London, with a capacity of 16,800. Although used regularly for small events it is only full for a few days every year.¹⁵ It is reasonable to expect this would also be true of the Olympic Stadium if the original plans were to proceed, although the Olympic Stadium could also hold one-off international athletics events such as the World or European Championships, which both take place every two years.

Crystal Palace athletics stadium is full for only a few days every year

Initial discussions with potential tenants

2.8 There were discussions with potential anchor tenants for the Olympic Stadium from other sports early in the project. However, London's approach can again be contrasted with Manchester's experience with the 2002 Commonwealth Games. There was an agreement before construction began between the city council, the Games organisers

¹² *Olympic Stadium in Legacy: Soft Market Testing Exercise Memorandum of Information*, Olympic Park Legacy Company, March 2010

¹³ See *Transforming the City of Manchester Stadium*, Martin Austin, Stephen Burrows, Darren Paine & David Twiss, *The Arup Journal*, 2, 3003

¹⁴ See *Major sporting events – planning for legacy*, Maureen Taylor & Ian Edmonson, *Municipal Engineer* 160 (4), December 2007

¹⁵ www.uka.org.uk

In Manchester there was an agreement with the future tenant of the Commonwealth Games stadium before it was built

and Manchester City Football Club that the stadium would be converted for use as Manchester City's new home ground.¹⁶ The club leases the stadium from the council, with an agreement to share the proceeds of ticket sales. No such arrangement was made in London, and it is not clear if this type of agreement was ever discussed with potential Olympic Stadium tenants.

- 2.9 Before January 2008, the ODA led discussions with potential stadium tenants; after this date the London Development Agency – which owned the Olympic Park and had responsibility for its legacy – took on this role.¹⁷ Discussions took place with football clubs Tottenham Hotspur, Leyton Orient and West Ham United, and rugby union clubs London Irish, London Wasps and Saracens.¹⁸ Of these, Tottenham Hotspur and West Ham United were both already looking to move to new stadiums in east London; both would require a much higher capacity than 25,000, although this would likely be a sufficient capacity for Leyton Orient and the rugby clubs.¹⁹
- 2.10 In November 2006, the Chief Executive of the ODA, David Higgins, updated the Assembly on discussions, addressing the possibility of a football tenant:

*"We are not ruling football out, and that has been very clear. We are very happy to have football, provided it works in a facility which is capable of athletics. That can happen. There have been clubs and organisations, amateur and professional, that have expressed that interest. We are in no detailed negotiations with any major football club at the moment, but we are in discussion with a variety of community groups and sporting associations that may want to use it, including football."*²⁰

¹⁶ Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Sport City and Media City, Greater Manchester, 21 June 2010. Site visit notes are available at <http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/economic-development> or from the London Assembly secretariat

¹⁷ Transcript of London Assembly plenary meeting, 8 October 2008, page 4

¹⁸ Transcript of London Assembly plenary meeting, 8 October 2008, page 4; *Olympic stadium centre of UK Athletics' fears*, David Bond, www.telegraph.co.uk, 16 August 2007

¹⁹ Approximate average attendances for these clubs are: Tottenham Hotspur, 36,000; West Ham United, 34,000; Leyton Orient, 5,000; London Irish, 13,000; London Wasps, 17,000; Saracens, 23,000. www.footballgroundguide.com; www.saracens.com

²⁰ Transcript of London Assembly plenary meeting, 15 November 2006, page 12

2.11 Shortly after this, then Mayor Ken Livingstone confirmed that it was still possible for sports other than athletics to use the stadium, provided they were compatible, but added there was only a limited time for potential football tenants to make proposals:

“...the Olympic Board decided that the Olympic Stadium should proceed with an athletics legacy as undertaken in the bid book. If another proposal for the legacy use which was compatible with athletics were to come forward from any source, the Olympic Board would first have to decide whether or not to revisit the decision about the legacy use of the stadium, and, if so, then consider the merits of the proposal. At this stage, though, there is no offer on the table and the window to explore this is closing rapidly.”²¹

2.12 Three months later, in February 2007, the Olympic Board decided that all contact and negotiations with West Ham United – with whom the most advanced discussions had been held – would be terminated.²² In a statement following the decision the Board stated:

“The Board reiterated that the priority was to deliver an Olympic Stadium on time and on budget. The board unanimously decided today, therefore, that it would not be possible to deliver this in collaboration with West Ham, or indeed any other Premier League football club, due to the number of design changes and associated time delays that the West Ham proposal would incur.”²³

2.13 The full content of the discussions with West Ham United or other potential tenants is not known. Reports suggested that the retention of a permanent athletics track within the stadium, the requirement to provide an additional 400 metre warm-up track, sight lines for spectators and the planned reduction in capacity were among the issues of concern for potential tenants.²⁴ The reduction in capacity would rule out both West Ham United and Tottenham Hotspur as tenants.

²¹ Written answer to John Biggs AM, Mayor’s Question Time, 15 November 2006 [Question number 2516/2006]

²² *Meeting summary, 15th Olympic Board meeting, 7 February 2007.* Sir Roy McNulty, Acting Chair of the Olympic Delivery Authority, had replaced Jack Lemley on the Olympic Board by this time.

²³ *Olympic Board statement on the Olympic Stadium, www.london2012.com, 7 February 2007*

²⁴ *Saracens kick move to London 2012 Olympic Stadium into touch, Matt Scott, The Guardian, 1 April 2010; Leyton Orient chairman Hearn brands Olympic Stadium untenable, www.morethanthegames.co.uk, 1 March 2010*

- 2.14 In October 2008, the London Assembly asked the Chief Executive of the ODA about the failure to secure West Ham United or Tottenham Hotspur as a tenant, and was told that their requirements could not be met alongside the commitment to athletics:

“Of course discussions were had for quite a long time with Premiership football clubs. It would require very substantial modifications to this stadium to turn it into a Premiership football venue. They really are not compatible. The field of play for track and field is very different from the field of play for Premiership football. It would require a substantial amount of capital put in by a football club and it would also mean transferring public land into private ownership which would have significant implications in terms of public ownership of the park. A lot of work was done exploring that in 2006 with both Tottenham and West Ham.”²⁵

Ongoing discussions

- 2.15 Despite the previous decisions of the Olympic Board, debate around the Olympic Stadium was initiated again in 2008 when the new Mayor, Boris Johnson, said that all options for its legacy should continue to be explored.²⁶ Subsequently the Mayor suggested that the stadium could be used as a venue for the 2015 rugby union World Cup, which England is hosting, and the 2018 football World Cup, which England is bidding to host;²⁷ either would require that the stadium remains at or close to its 80,000-seat capacity after the Olympic and Paralympic Games.
- 2.16 In 2009, the Mayor and the Government established the Olympic Park Legacy Company. The OPLC was given the responsibility for overseeing the legacy use of most of the venues on the Olympic Park, including the Olympic Stadium, taking over this function from the London Development Agency. In October 2009, Baroness Ford, the Chair of the OPLC, told the Economic Development, Culture, Sport and Tourism Committee that it would be re-assessing all of the options for the legacy of the stadium.²⁸

The OPLC decided to re-examine all options for the stadium’s legacy in late 2009

²⁵ Transcript of London Assembly plenary meeting, 8 October 2008, page 4

²⁶ *London 2012 stadium may not have athletics legacy after all*, Matt Scott, www.guardian.co.uk, 21 August 2008

²⁷ *2012 stadium ‘for World Cup bid’*, www.bbc.co.uk, 30 June 2009

²⁸ Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 21 October 2009, pages 3-4. Minutes and transcripts of Committee

2.17 In March 2010, the OPLC launched a 'soft market testing exercise', inviting potential tenants to set out how they could use the stadium. In the Memorandum of Information provided to potential tenants, the OPLC set out five different possible configurations for the stadium, which range in seating capacity from 25,000 to 78,000 seats. Responding organisations were asked to include information on the seating capacity they required, how adaptations would be funded and how London's bid commitments regarding athletics could be met.²⁹

2.18 In August 2010, the OPLC followed-up the market testing exercise by formally inviting bids for the long-term lease of the stadium by the end of September 2010.³⁰ Following this, the OPLC will select a limited number of bidders to enter formal negotiations. In this latest stage of the process, the OPLC has retained the wide range of design options set out previously: for instance, it has not specified that it is focusing on options above a certain capacity. It has also stated that the plan for a 25,000-seat athletics stadium remains the default option if no other viable, value-for-money alternative is proposed. The OPLC has set out the five objectives against which it will judge bids:

- To achieve a viable long-term solution for the Olympic Stadium that is deliverable and provides value for money;
- To secure a partner with the capability to deliver and operate a legacy solution for a venue of the Stadium's size and complexity;
- To re-open the Stadium for operational use as rapidly as possible following the 2012 Games;
- To ensure that the Stadium remains a distinctive physical symbol supporting the economic, physical and social regeneration of the surrounding area;
- To allow flexible usage of the Stadium, accommodating a vibrant programme of events allowing year round access for schools, the local community, the wider public and elite sport.

2.19 In July 2010 the Mayor told the Assembly that the OPLC had received three 'very serious' expressions of interest during the market testing

meetings are available at <http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/economic-development> or from the London Assembly secretariat

²⁹ *Olympic Stadium in Legacy: Soft Market Testing Exercise Memorandum of Information*, Olympic Park Legacy Company, March 2010

³⁰ *Olympic Stadium Legacy: Memorandum of Information*, Olympic Park Legacy Company August 2010

exercise,³¹ although in a media interview Baroness Ford has stated there are 'a few more' than this.³² Among the organisations believed to have expressed an interest in the stadium are West Ham United, Saracens, AEG (the live entertainment company which operates the O₂ Arena in Greenwich), LiveNation (the live entertainment company which operates Wembley Arena), Greenwich Leisure Ltd (which operates Crystal Palace National Sports Centre and other leisure facilities across London) and the financial trading firm Intermarket.³³ Details of proposals have not been made public; there is likely to be a mixture of organisations that are seeking to become anchor tenants, to stage occasional events or to manage the venue.

- 2.20 West Ham United is the only potential anchor tenant to have confirmed details of their bid for the stadium, which is being supported by the London Borough of Newham.³⁴ The club wants to reduce the capacity to 60,000 seats, while adding new customer facilities. The club would seek to hold music concerts, cricket and athletics events, and also use the stadium to provide educational facilities, a national institute for sport science and medicine, a visitor centre and a sports museum.
- 2.21 In West Ham United's bid, it is proposed to retain the permanent athletics track at the stadium. It is not known whether or not the club, which has been under new ownership since January 2010, proposed this in its initial discussions with the ODA in 2006. Greenwich Leisure Ltd told the Committee that it would be more cost-effective to upgrade athletics facilities at Crystal Palace than to retain them at the Olympic Stadium.³⁵

2.22 From this account of the way legacy plans for the Olympic Stadium were developed, we have to conclude that opportunities to achieve a sustainable legacy have been missed. First of all, the lessons from the 2002 Commonwealth

³¹ Response to Andrew Boff AM, Mayor's Question Time, 14 July 2010 [2385/2010]

³² *Exclusive legacy interview with OPLC chiefs*, Paul Norman, www.estatesgazette.com, 26 July 2010

³³ Written submission from London Borough of Newham, June 2010, page 5; Written submission from Greenwich Leisure Ltd, July 2010, page 2; *Saracens kick move to London 2012 Olympic Stadium into touch*, Matt Scott, *The Guardian*, 1 April 2010; *Post-Olympic interest in stadium is music to the ears*, Adrian Warner, www.bbc.co.uk, 8 June 2010; *Bidding hots up for Olympics site post-2012*, *Evening Standard*, 25 August 2010

³⁴ Written submission from London Borough of Newham [2], August 2010

³⁵ Written submission from Greenwich Leisure Ltd, July 2010, page 2

Games in Manchester about the benefits of advance planning have not been acted upon. Manchester had reached agreement with a future tenant in advance and constructed the stadium to accommodate Games-time and legacy requirements. In London, discussions with potential tenants began later, and are still ongoing now. The Olympic Board ended discussions aimed at recruiting a major football clubs as an anchor tenant in early 2007, only for the Olympic Park Legacy Company to begin pursuing that option again three years later. It may still be feasible to change the legacy plans for the Olympic Stadium or alter its specifications, but it is clearly much harder to do this when designs have been finalised and, indeed, construction is almost complete.

2.23 Secondly, those initial attempts to recruit an anchor tenant to the stadium failed. While there will always an element of risk in this process, the abundance of professional sports clubs that have shown an interest in the stadium – from 2006 to the present day – suggests there is demand for use of the stadium. The failure to reach agreement with any major tenant raises questions about whether there has been sufficient willingness among Olympic Board members to adapt plans for the stadium when required. It is also doubtful whether the Olympic Delivery Authority should ever have been given lead responsibility for recruiting future tenants – which it had during the most crucial period for the project – given that its primary role is to construct the venues, not to develop legacy plans.

2.24 These conclusions do not presuppose that any particular legacy use should be pursued. The Committee welcomes the Olympic Park Legacy Company’s decision to re-examine all of the options. In the next section, we consider how the stadium can contribute to the regeneration of east London, with the intention of influencing the final decisions about legacy use.

The Olympic Stadium and regeneration

2.25 The Olympic Park is located in an area of significant deprivation. The Strategic Regeneration Framework for the Olympic legacy published in 2009 states that the five host boroughs of the Games, “account for

the greatest cluster of deprivation in England and Wales.”³⁶ The disparity between this sub-region and the rest of London is greater than any other inter-regional disparities across the country. The framework notes the higher levels of unemployment, violent crime, child obesity, premature death and housing overcrowding in the host boroughs, and lower levels of educational attainment. The regeneration of east London is one of the Mayor’s key pledges for the legacy of the Games.

- 2.26 The new investment and infrastructure associated with London 2012 – including improvements to public transport or the provision of new housing – may help address these issues in a number of ways. In this investigation the Committee has sought to examine what impact the Olympic Stadium could have, and how this impact can be maximised. In doing so we have consulted experts in sporting venues and regeneration, as well as those who own or manage stadia elsewhere. Our goal has been to help ground decisions about the stadium legacy in the wider legacy ambitions for London 2012, rather than to consider the stadium in isolation.

Maximising footfall

- 2.27 The Strategic Regeneration Framework discusses the Olympic venues predominantly in terms of their potential to bring visitors to the area:

“The Park and the key retained venues must be a significant attraction for the area, acting as a magnet for sports tourism and contributing to the growing east London visitor economy.”³⁷

- 2.28 This corresponds with evidence received by the Committee during this investigation. The same ambition informed Manchester’s plans for the 2002 Commonwealth Games. The city council wanted to develop east Manchester as a visitor destination, and located the Games venues there as a way of doing this.³⁸

- 2.29 Dr Larissa Davies of Sheffield Hallam University, who has conducted research into the local impact of new stadia, told the Committee that

³⁶ *Strategic Regeneration Framework: An Olympic legacy for the host boroughs: Stage 1*, London Boroughs of Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest, October 2009

³⁷ *Ibid.*

³⁸ Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Sport City and Media City, Greater Manchester, 21 June 2010

A stadium with high, regular footfall will have the biggest regeneration impact

the size and use of a stadium are important factors in determining visitor levels:

“Does the size and the use of the stadium affect what impact it has? I think, yes, definitely... because size and function will determine what you can do with the stadium, how many people are going to use it and how often people are going to use it. All those things relate to footfall and... footfall is very important.”³⁹

2.30 Dr Jim Coleman, a consultant who has worked on regeneration projects with a number of local authorities, explained the potential benefits of having a stadium used frequently, in terms of local employment:

“...a stadium has to be used regularly for regular events and also, very importantly, a stadium which has a lot of amenities around it or amenities associated with it - conferencing facilities, other visitor attractions, hospitality, et cetera. Where there is a lot of activity and regular activity you are more likely to have full time employment, you are more likely to have longer term employment contracts... Where a stadium is used irregularly there will be a greater reliance, I think, probably on casual, shorter term employment contracts.”⁴⁰

2.31 The different proposals for the legacy of the Olympic Stadium can be assessed on the basis of the number of visitors they are likely to attract. The original plan for an athletics stadium did envisage the stadium being used frequently.⁴¹ However, with a maximum capacity of 25,000 there would have been a relatively small number of spectators. Furthermore, without an anchor tenant there would be no guarantee of regular events.

2.32 The option of retaining the stadium at a high capacity, for instance 50-60,000, would make it more attractive to a Premiership football club, which would be almost certain to attract crowds of up to or above 40,000 people at least 20 times per year. A Premiership rugby

³⁹ Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, Page 11

⁴⁰ Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, Page 4

⁴¹ *London 2012 Olympic Stadium: the 'Living Stadium'*, Olympic Delivery Authority, July 2006

union club would have smaller crowds – last year the average Saracens crowd was 23,000 – and around 15 home games per year.⁴²

- 2.33 The Committee has also considered the possibility of holding music concerts at the stadium. The Committee has heard, however, that competition from other music venues may limit the number of concerts that could be held there. The Chair of Wembley National Stadium – currently London’s premier venue for stadium-based concerts – told the Committee that there are a limited number of large concerts in London every year, and that there is already extra capacity to meet the demand for space to hold these concerts.⁴³
- 2.34 It has also been proposed that Twenty20 cricket matches could be staged at the Olympic Stadium, either international games or Essex county games.⁴⁴ In 2009 England hosted the Twenty20 world cup, with 17 games played in London. Apart from this one-off event there have been eight senior international matches held in the UK since the start of 2008, none in London.⁴⁵ Essex county holds around ten Twenty20 matches every year at their home ground in Chelmsford.⁴⁶
- 2.35 It is expected that the stadium would be used for a range of different events. For instance, a sporting club could stage home games at the stadium as its anchor tenant, alongside a programme of other sporting or cultural events. Evidence suggests that music, cricket and athletics would most likely be considered an occasional use for the stadium rather than providing a guarantee of regular, large events.

Financial implications

- 2.36 There will be costs associated with the Olympic Stadium after 2012, both to convert the stadium for legacy use and to provide for its ongoing operation. The Committee’s investigation has considered how different proposals compare in terms of their implications for taxpayers’ money.

⁴² *Saracens top Premiership attendance charts*, www.saracens.com, 10 May 2010. This includes several games staged at Wembley Stadium for its higher capacity.

⁴³ David Bernstein, Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 17 November 2009, pages 19–20

⁴⁴ *West Ham’s grounds for optimism over Olympic Stadium*, Frank Keogh, www.bbc.co.uk, 18 August 2010

⁴⁵ www.ecb.co.uk.

⁴⁶ www.essexcricket.org.uk. This year one Twenty20 game between Kent and Essex was moved to the Oval ground in south London because of its higher capacity.

2.37 The Olympic Park Legacy Company has told the Committee that around £36 million of public money has been allocated for the conversion of the stadium into a 25,000-seat athletics stadium.⁴⁷ This money comes from the Olympic Delivery Authority's transformation budget for the Olympic Park, which is part of the overall £9.3 billion Olympic budget.

2.38 It is not known how much it would cost to retain the stadium at a higher capacity. The OPLC has said that necessary work would include extending the stadium roof to cover all spectators and extending hospitality provision throughout the stadium.⁴⁸ West Ham United's Chief Executive has estimated in an interview that the club's plans for a 60,000-seat stadium would cost between £150 million and £180 million.⁴⁹

2.39 It is not known to what extent any of the recent proposals for use of the stadium depend on public funding. It has not been clarified whether the ODA's transformation budget, including the approximately £36 million allocated to the stadium, would be available to fund any plan other than the original plan for a 25,000-seat athletics stadium. The OPLC has said that any proposals "have to be capable of attracting funding to cover capital costs for any transformation of the stadium."⁵⁰

2.40 For operating costs, the OPLC has stated that its "strong preference is that they will be met through self-generated revenue streams."⁵¹ This would be most likely to be achieved through holding regular, large events at the stadium. Councillor Paul Brickell of the London Borough of Newham told the Committee that the borough had opposed the original plan for the stadium on the basis that it would not generate sufficient revenue:

"There needs to be an economic use, by which I mean it needs to not be saddled with the need for endless public subsidy. That is

⁴⁷ Transcript of London Assembly plenary meeting, 10 March 2010, page 14

⁴⁸ *Olympic Stadium in Legacy: Soft Market Testing Exercise Memorandum of Information*, Olympic Park Legacy Company, March 2010

⁴⁹ *West Ham 'logical tenants' for the 2012 Olympic Stadium*, www.bbc.co.uk, 27 July 2010

⁵⁰ *Olympic Stadium in Legacy: Soft Market Testing Exercise Memorandum of Information*, Olympic Park Legacy Company, March 2010

⁵¹ *Olympic Stadium in Legacy: Soft Market Testing Exercise Memorandum of Information*, Olympic Park Legacy Company, March 2010

Without an anchor tenant the stadium is likely to require ongoing public subsidy

why we have never believed that a [25,000]-seat athletics stadium could work.”⁵²

- 2.41 Recruiting an anchor tenant could provide the public sector with an ongoing source of revenue in the future. In Manchester, the city council receives a proportion of the proceeds from ticket sales above a specified threshold at the City of Manchester Stadium from its tenant Manchester City Football Club.⁵³ There is a similar arrangement for the O2 Arena (formerly the Millennium Dome), which was leased to AEG by English Partnerships; AEG agreed to pay a share of its profits, payable after the company has recouped its investment in the arena.⁵⁴

Displacement effects

- 2.42 Alongside examining the most effective uses for the Olympic Stadium, the Committee has considered the potential for the stadium to displace activity elsewhere. It is important to take this into account when assessing the overall regenerative impact of the stadium. As Dr Jim Coleman told the Committee:

“We need to be careful about... displacement. A football club moving to the Olympic Stadium is probably going to be a big football club. It is going to have to move from somewhere else. Its existing economic impact in that other place... may well disappear. So the overall economic impact could possibly be neutral if you look at London as a whole because all you are doing is displacing one thing and putting it in the Olympic Park. There are ways of dealing with that and making sure that you get a net additional impact rather than a neutral impact.”⁵⁵

- 2.43 An implication of hosting international athletics events at the Olympic Stadium would be to remove those events from Crystal Palace. The operator of this venue, Greenwich Leisure Ltd, has told the Committee that in this scenario Crystal Palace would have to be reduced in capacity or converted for another use, such as football.⁵⁶ Holding

⁵² Transcript of Economic Development, Culture, Sport and Tourism Committee, 20 July 2010, page 4

⁵³ Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Sport City and Media City, Greater Manchester, 21 June 2010

⁵⁴ *The Regeneration of the Greenwich Peninsula: A Progress Report*, National Audit Office, 16 July 2008

⁵⁵ Transcript of Economic Development, Culture, Sport and Tourism Committee, 8 June 2010, page 14

⁵⁶ Written submission from Greenwich Leisure Ltd, July 2010, page 2

music concerts at the Olympic Stadium is likely may have a displacement effect on other stadiums used for large concerts, particularly Wembley Stadium.

The stadium may have a displacement effect on sporting and other cultural facilities elsewhere

- 2.44 If a large sports club moves into the Olympic Stadium as an anchor tenant, it is less likely that jobs would be cut as the club would be expected to transfer its existing workforce to the stadium. However, there is still likely to be a negative impact on businesses depending on event spectators in the previous location. For instance, the Committee has heard that food and drink establishments around West Ham United's current home ground at Upton Park could lose customers if the club moved to the Olympic Stadium.⁵⁷
- 2.45 The prospect for the Olympic Stadium to produce an additional economic impact may depend on the extent to which the stadium provides a higher capacity than existing facilities. This would offer the possibility for higher visitor numbers, creating more revenue and potentially additional jobs and business opportunities. For instance, if the stadium were converted into a 60,000 football venue, this would represent a significant increase on the current capacity of the home grounds of West Ham United and Tottenham Hotspur. As a 25,000-seat athletics venue, the Olympic Stadium would have a higher capacity than Crystal Palace, so the same effect could occur. However, the impact would probably be smaller because the increase is lower and the stadium is less likely to be used for events of this size on a regular basis.
- 2.46 There may also be concerns about the displacement impact regarding other 2012 venues. For instance, the Olympic Park will have a new, permanent velodrome for elite and community use. The current base for Britain's elite cyclists is the velodrome built for the 2002 Commonwealth Games in Manchester. When the Committee visited Manchester we heard that there have been discussions between Manchester City Council and Lee Valley Regional Park Authority, which will own the London velodrome, aimed at ensuring the two venues do not compete unnecessarily.⁵⁸
- 2.47 Alongside the other attractions at the Olympic Park, the Olympic Stadium has the potential to enhance the regeneration of east

⁵⁷ Written submission from Friends of Queens Market, July 2010, page 1

⁵⁸ Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Sport City and Media City, Greater Manchester, 21 June 2010, page 3

London, which is an essential part of the legacy from London 2012. Evidence gathered by the Committee in this investigation strongly suggests that after 2012, regeneration will be best served by a stadium that is visited frequently by as many people as possible. In examining proposals for the stadium, the Olympic Park Legacy Company should prioritise options that ensure this happens.

2.48 In light of the Committee’s findings, the earlier commitment in London’s bid to convert the Olympic Stadium into a small athletics stadium appears flawed. This commitment should have been revisited by the Olympic Board much earlier. It appears that delivering new facilities for elite athletics was given higher priority than both the regeneration legacy and the need to make the stadium financially viable in the long-term, which is very disappointing. To correct this mistake is likely to cost more money and cause more disruption, if the stadium is to be adapted for a sustainable use.

2.49 Any proposals for legacy use have to demonstrate that they can guarantee the stadium will be in continual use, with frequent events attracting a high number of spectators. This should ensure a high level of footfall while delivering the best return of taxpayers’ investment. This appears most likely to be achieved if there is a commitment from a major football club to stage home games at the stadium, although a major rugby union club could also deliver a relatively high level of footfall, compared to other sports. The stadium could also be used for a range of other activities, including music, cricket and athletics. However, if the necessary specifications for athletics use become a barrier to the recruitment of an anchor tenant, then options for delivering the athletics legacy elsewhere should be pursued.

2.50 The money in the ODA’s transformation budget originally allocated to the conversion of the media centre, around £36 million, should remain available to fund any new adaptations after 2012. The remainder of the costs should be met by the future operators of the stadium. Proposals for revenue-sharing should reflect this joint funding of the stadium’s legacy.

Recommendation 1

After 2012 the Olympic Stadium must be used frequently by a high number of visitors, and operate without the need for ongoing public subsidy. In a response to the Committee by the end of January 2011 the Mayor and the Olympic Park Legacy Company should set out how the choices being made about the future operator(s) of the stadium will guarantee this happens.

3 The media centre

Key points

- The media centre on the Olympic Park represents a huge opportunity to bring thousands of jobs to this part of east London.
- The proposal to establish a creative industries hub is a very strong legacy proposal for the media centre in terms of its regeneration potential, with local support and links to existing industry in the area.
- Reductions in funding for the media centre, however, mean that it will require further adaptation after 2012 to make it suitable for its original proposed legacy use.
- The OPLC has endorsed the creative hub vision, but will also consider other proposals in a new market testing exercise.
- The Committee believes there is a strong case for a relatively small investment from the Olympic budget contingency fund to generate the long-term employment benefits that the media centre could generate after 2012.
- Attracting creative industry tenants will depend on the time the OPLC allows for this, and the availability of further investment in both the media centre and supporting infrastructure.

- 3.1 The 2012 'media centre' is comprised of two separate but closely related developments: the International Broadcast Centre (IBC) and the Main Press Centre (MPC), which are being built at the same location in the north-west of the Olympic Park at Hackney Wick, along with a multi-storey car park. The media centre will provide office space and broadcasting facilities for thousands of accredited journalists during the Olympic and Paralympic Games.⁵⁹ It is being constructed by Carillion, with an estimated final cost of £308 million.⁶⁰
- 3.2 The media centre is arguably a more complex proposition than the Olympic Stadium. Around 91,000 square metres of space will be available at the media centre after the Games,⁶¹ with the potential for

⁵⁹ A separate media centre for non-accredited journalists will be based at One Great George Street in Westminster.

⁶⁰ *London 2012 Olympic and Paralympic Games: Quarterly Report*, Department for Culture, Media and Sport, July 2010

⁶¹ At the Main Press Centre there will be 29,000sqm of business space. At the International Broadcast Centre there will be 53,300sqm of studio space and 8,800sqm of office space. www.legacycompany.co.uk

an estimated 8,000 jobs to be located at the site.⁶² A range of configurations may be possible depending on what the building is used for, and there could be numerous different tenants or owners from various commercial sectors. Unlike the stadium, therefore, options for the legacy of the media centre are not easily presented as a set of discrete alternative proposals. This chapter sets out the proposals for the future of the media centre and discusses how its legacy can be approached in a way that maximises its impact on the regeneration of east London. In doing so we have consulted experts in regeneration and the media industry, and those representing existing businesses in the area.

- 3.3 As with the stadium, our goal has been to help ground decisions about the media centre in the wider legacy ambitions for London 2012. While the stadium may act primarily as a visitor attraction for the Olympic Park, the Committee has considered the media centre in terms of how it can boost local business and employment opportunities. In terms of jobs, the development has the most potential of any venue being constructed for the Games. The Government has stated its ambition that 12,000 jobs will be based in the Olympic Park after 2012, and it has been estimated that the media centre could provide two-thirds of these.⁶³

The media centre could bring thousands of jobs to east London

Proposals for the media centre

Stakeholders' views

- 3.4 It was originally envisaged that the media centre would be a temporary facility based in Stratford. This plan was changed in 2006 following discussions between the Olympic Delivery Authority and the London Borough of Hackney. It was decided to create a permanent structure within the Olympic Park at Hackney Wick, which would be available as business space after the Games.⁶⁴ By early 2007, it had been proposed by the London Borough of Hackney that the legacy of the

⁶² *World class team appointed to develop media centre for London 2012 and local employment legacy*, www.london2012.com, 11 July 2008

⁶³ *Before, during and after: making the most of the London 2012 Games*, Department for Culture, Media and Sport, 2008; *World class team appointed to develop media centre for London 2012 and local employment legacy*, www.london2012.com, 11 July 2008

⁶⁴ David Higgins, Transcript of the London Assembly plenary meeting, 14 June 2006, page 2

media centre would be as a base for the high-technology, media and creative industries.⁶⁵

- 3.5 The procurement process for the development of the media centre began in April 2007. It was concluded in July 2008 with the appointment of a consortium led by the construction firm Carillion and the regeneration developer Igloo. Under the terms of the agreement, the consortium would fund half of the construction costs. At this time, the Olympic Delivery Authority confirmed that the proposal to create a hub for the creative industries was being implemented:

“The legacy ambition is to create a new hub for high-technology and media companies and professionals utilising the high-specification infrastructure installed for the Games and in legacy.”⁶⁶

The creative hub proposal has been endorsed by all major stakeholders including the Mayor, Government and host boroughs

- 3.6 The proposal has been endorsed by the current Mayor, the previous Government and all five host boroughs.⁶⁷ The OPLC, which in 2009 assumed responsibility for the media centre legacy, has confirmed that it is working to deliver a creative hub, and has been holding initial discussions with firms in the sector. As Baroness Ford told the Assembly in March 2010:

“We are working to a Plan A and Plan A is to try to deliver that vision of... a cluster of media uses and related educational uses on that site.”⁶⁸

A sustainable legacy use

- 3.7 The Committee has examined the arguments in favour of establishing a creative industries hub at the media centre. We have heard that it is a priority to use the media centre in a coherent way. This would imply that it is used by firms and organisations that are complementary to each other, or in the same or related industrial sectors. In a written submission, Councillor Guy Nicholson of Hackney argued for a focus on the creative industries and related industrial uses, and argued that, “A random mix of uses lacking this cohesion would not be

⁶⁵ Jules Pipe, Mayor of Hackney, Transcript of the London Assembly plenary meeting, 15 February 2007, part 1, page 16

⁶⁶ *World class team appointed to develop media centre for London 2012 and local employment legacy*, www.london2012.com, 11 July 2008

⁶⁷ Meeting summary, Olympic Park Regeneration Steering Group, 4 February 2009

⁶⁸ Transcript of the London Assembly plenary meeting on 10 March 2010, page 7

sustainable.⁶⁹ He also suggested that with this coherent use, local training schemes could be aimed at the jobs in this industry.

3.8 This approach would reflect research into the benefits of agglomeration or clustering for companies in the same sector. It is clear that media and creative clusters have been established in many locations around the world, although they are not necessarily located in a single development. Findings are limited on the comparative benefits for individual firms of being located inside or outside of a cluster, but it has been shown that organising and facilitating interactions between clustered firms is beneficial,⁷⁰ and that smaller media firms benefit from clustering with larger firms that they can provide services to.⁷¹

3.9 However, the media centre could still have a coherent use if it provided a hub for industries other than the creative industries. Dr Jim Coleman told the Committee that there is a general lack of quality business space in east London, and that more work could be done to identify other industries who may also want to use this location:

*"I think there is a piece of work to be done... looking at what are the sectors that would utilise a space like this in east London. They may be media. They may be other things. They might be environmental technologies. It could be education related. They could be other types of technology... This location and this space in this location might make more sense for these markets."*⁷²

3.10 The creative industries tend to be labour-intensive,⁷³ so one attribute of this proposal is that it could mean a large number of jobs are based at the media centre. The London Borough of Hackney has argued that the creative industries hub has a number of other specific strengths. Firstly, a number of the potential tenants would already

⁶⁹ Written submission from London Borough of Hackney, June 2010, page 2

⁷⁰ *Media Clusters: Local Agglomeration in an Industry Developing Networked Virtual Clusters*, Robert G. Picard, Working Paper Series 2008-3, Jonkoping International Business School, 2008

⁷¹ *Media Clusters and Regional Development: Reflections on the Significance of Location in Media Production*, Robert G. Picard, presented at the 12th Uddevalla Symposium, Bari, 11-13 June 2009

⁷² Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, Page 18-19

⁷³ *Surveying Innovation in the Creative Industries*, Christian Handke, 5th International European Meeting on Applied Evolutionary Economics, Manchester, 17-19 May 2007

have used the facility during the Games.⁷⁴ Furthermore, it would be beneficial for the local economy because the creative industries are a growing economic sector, offer highly-skilled jobs and would be linked to existing industry in the area:

“Employment opportunities [at the media centre] should be in modern sustainable industry and include high value, as well as entry level jobs. There is no point in seeking a high number of low skill jobs in some traditional employment activities which are unlikely to be sustainable in a high tech digital economy. The answer is to focus on industries that reflect the strength of east London – i.e. creative industries – and which do not compete with Canary Wharf and the City (commercial services) or Stratford City (retail and commercial).”⁷⁵

3.11 While some of these arguments may apply also to other sectors, the Committee has received evidence that using the media centre for this purpose would be complementary to existing economic activity in east London. There are many creative firms and individuals living in east London, with a high concentration of artists’ studios in Hackney Wick and a large number of new media, art and design firms in nearby Shoreditch and Hoxton.⁷⁶ Danny Meaney, a consultant with New Media Partners who has advised on the establishment of hubs elsewhere in UK, told the Committee that within London *“The media and creative industries are moving east anyway so there are a lot of forces working in favour of the [creative hub proposal].”⁷⁷*

3.12 The media centre on the Olympic Park is not just another set of commercial premises. It has been designed as a permanent structure in this specific location for its potential impact on the regeneration of east London after the 2012 Games. It offers huge potential to provide employment and business opportunities within east London after 2012.

3.13 The key outcome that is required from the media centre is the provision of new job opportunities for the people of east

⁷⁴ Jules Pipe, Mayor of Hackney, Transcript of the London Assembly plenary meeting, 15 February 2007, part 1, page 16

⁷⁵ Written submission from London Borough of Hackney, June 2010, page 5

⁷⁶ Written submission from the National Federation of Artists’ Studio Providers, July 2010, pages 1-2; Written submission from London Borough of Hackney, June 2010, pages 4-5; Written submission from Belle Media, July 2010, page 1

⁷⁷ Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, Page 8

London. Using the media centre as a hub for one industrial sector, or related sectors, could enhance this because it will provide a focus for local training schemes. Any industry that has the potential to deliver this employment legacy should be considered as a source of tenants.

- 3.14 **During this investigation the Committee considered establishment of a hub for the creative industries at the media centre, with related educational and business incubation uses, and believes this is a very strong proposal. Its key attributes are that it has strong support locally, has been endorsed by all major stakeholders in the delivery of the 2012 legacy, offers the potential to bring a large number of skilled jobs to the Olympic Park, and would complement existing economic activity in east London.**

Attracting potential tenants

- 3.15 The Committee has considered whether potential tenants will be attracted to the site, including those from the creative and related industries, and what can be done to encourage their interest.
- 3.16 The Committee has heard evidence from the OPLC, the London Borough of Hackney and a local creative firm, Space Studios, that there is interest in moving to the media centre among creative industry firms.⁷⁸ As a global media location, London remains very attractive to major organisations in the sector.⁷⁹ The 2012 media centre appears to have serious competition within London, however, with similar plans for a new creative hub based around the BBC Television Centre – which is being sold by the BBC – in White City, west London. The factors likely to affect whether tenants come to the media centre are rental costs, the design of the media centre, the surrounding infrastructure and the approach adopted by the OPLC.

⁷⁸ Charlie Forman, Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 20 July 2010, page 12; Anna Harding, *ibid.*, page 16; *Exclusive legacy interview with OPLC chiefs*, Paul Norman, www.estatesgazette.com, 26 July 2010

⁷⁹ Danny Meaney, Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, Page 10

Rent costs are likely to be a factor in attracting tenants to the media centre

Costs to tenants

- 3.17 Costs are likely to be a factor in attracting tenants. Danny Meaney told the Committee that Soho originally became a preferred location for the industry because it offered affordable accommodation, and that the media industry has moved eastward within London mainly because the cost of occupation is lower than central London. Similarly, Belfast is becoming a location for the film industry because tax breaks for this industry, alongside factors such as its telecommunications connectivity, make it an attractive location for investors.⁸⁰ However, major physical developments such as the media centre tend to have the impact of driving up rental prices:

“The disadvantage that shiny new buildings have is that they typically, as soon as they are there, increase the land value and make that place less affordable, or not affordable at all, for [small and medium-sized enterprises]. So you have to find a way of making it accessible for them to be there.”⁸¹

- 3.18 In order to ensure that rents at the media centre can remain at an affordable level, the London Borough of Hackney has argued that expectations around what financial returns the media centre will generate should be realised over a number of years and limited to *“repaying the capital transformation costs.”⁸²*

Design specifications

- 3.19 The specifications for the media centre have altered significantly during the life of the project, specifically following a change in funding arrangements in 2008. The original funding arrangement for the media centre was that the developers, Carillion and Igloo, would contribute half of the construction costs; the remainder would be public funding via the Olympic budget. This would entitle the private companies to a share of future revenues from the media centre. However, in late 2008 - amid global financial turmoil precipitated by the collapse of the investment bank Lehman Brothers - Igloo was forced to pull out of the project due to difficulties securing finance. Subsequently, the Government announced that the project would be wholly funded by the public sector, with extra money released from

⁸⁰ Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, page 18

⁸¹ Ibid., page 18

⁸² Written submission from London Borough of Hackney, June 2010, page 5

the Olympic budget contingency funds. Carillion was retained to lead the construction of the media centre, but under new arrangements the public sector would fully own the media centre after 2012 and receive all revenues.⁸³

- 3.20 It is clear that at the time of the move to solely public funding, there was a partial downgrading of the media centre plans. Although there remained a commitment to the creative hub legacy, the ODA introduced measures to save costs, and the overall level of funding for the media centre fell. The private consortium was expected to contribute £160 million to the cost of construction, and when this was withdrawn the ODA increased its own contribution by £135 million (from contingency funds).⁸⁴
- 3.21 This reduced funding was reflected in new designs for the media centre released in March 2009, in which the total size of the business space to be available after 2012 was reduced by around a quarter.⁸⁵ Aside from the overall size, there has been criticism of design elements within the media centre. The East London Business Alliance has worked with a number of media companies considering plans for the media centre, and reported complaints about narrow pillar spacings, low ceilings, the roof being too weak to support rigging equipment and the lack of central heating, which would reduce its attractiveness to tenants from the industry.⁸⁶ A statement from the ODA and OPLC addressing these issues can be found at Appendix 4.
- 3.22 The Committee has heard from the senior Olympics officer at the London Borough of Hackney about the consequences of the 2008 change in funding arrangements for the design:

“We ended up with a publicly-built construction and, obviously, the demands were then simply to make it work for Games time. I think we lost something significant of the original specification. We clawed some of

⁸³ *More funding for Olympic Village and Media Centres: Overall budget unchanged*, Department for Culture, Media and Sport, 21 January 2009

⁸⁴ *Preparations for the London 2012 Olympic and Paralympic Games: Progress report February 2010*, National Audit Office, 26 February 2010

⁸⁵ *London 2012 media centre to leave green business and employment space in legacy*, www.london2012.com, 13 March 2009. For previous designs: *World class team appointed to develop media centre for London 2012 and local employment legacy*, www.london2012.com, 11 July 2008

⁸⁶ *Firms threaten to shun 2012 centre*, Alison Hayman, Regeneration and Renewal, 13 April 2009

The media centre is being fully funded by the taxpayer, following the change in financial arrangements in 2008

that back in negotiations with the Olympic Delivery Authority as they went towards their planning application.”⁸⁷

- 3.23 It is clear that the media centre has a highly flexible structure.⁸⁸ The Main Press Centre is a traditional office space over five floors which can be divided in a number of ways. The International Broadcast Centre is an extremely large, open space which can also be divided into different units. Elements introduced to the IBC by broadcasters such as studio facilities, cabling during the Games will not be retained after 2012, and therefore there will need to be significant work by any future developer or tenant to prepare the space, especially if it is to be used on a permanent basis as a media production site.

Transport infrastructure

- 3.24 The Committee has also heard that transport is a key factor in attracting tenants to the media centre. Road links appear to be strong, with the A12 running past the site and a new multi-storey car park being constructed. However, public transport connections are weaker. The closest train station to the media centre is Hackney Wick, which is a single-line station on the London Overground network. Hackney Wick connects directly to Stratford Regional Station, the main transport hub in the area, which is adjacent to the Olympic Park on the opposite side to the media centre; journeys between the two stations take 6-11 minutes. Hackney Wick is served by six trains per hour at peak times and four trains off-peak.⁸⁹ The OPLC estimates that the media centre is approximately 8 minutes’ walk from Hackney Wick station and 23 minutes’ walk from Stratford Regional Station.⁹⁰

Public transport connections to the media centre may need to be upgraded to attract tenants

- 3.25 The Director of Westfield Stratford City, another major development adjacent to the Olympic Park, told the Committee that transport was the key issue for the media centre:

“The question is how do [employees at the media centre] get there? It does not have sufficient car parking for those people. In terms of its relative connectivity to Hackney [Wick] Station, Stratford Station or any

⁸⁷ Charlie Forman, Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 20 July 2010

⁸⁸ Notes from Economic Development, Culture, Sport and Tourism Committee site visit to Olympic Park media centre, 3 September 2010. These notes are included at Appendix 4 of this report.

⁸⁹ www.nationalrail.co.uk [Accessed August 2010]

⁹⁰ Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Olympic Park media centre, 3 September 2010, page 1

*of the other local networks, it is too far... to improve its prospects, I think it is the accessibility that really needs to be addressed.*⁹¹

3.26 Similarly, the submission to the Committee from Belle Media notes the long distance from Stratford regional station to the media centre, and that it should be ensured that *“connecting transportation is readily available, dependable and properly covers the out-of-hours working typified by media businesses.”*⁹² The London Borough of Hackney has argued that there needs to be a maximum five-minute travelling time from Stratford station to the media centre.⁹³ This may require a frequent ‘shuttle bus’ service to be run on the park; the OPLC told the Committee it was exploring this option.⁹⁴

Olympic Park Legacy Company activity

3.27 The Committee has heard that a significant factor in achieving a sustainable legacy for the media centre is time. Several regeneration experts and practitioners said that the development of the media centre – and other projects in and around the Olympic Park – should be conceived as a 15-25 year project, rather than something that could be completed soon after the Games.⁹⁵ Time is required for the OPLC to engage in discussions with potential tenants from the creative industries, promoting the benefits of the media centre, tailoring plans to the needs of targeted sectors and securing necessary new investment.

3.28 The East London Business Alliance told the Committee that the original partnership with a private developer (the Carillion-Igloo consortium) encouraged a long-term approach, because the developer had a financial interest in the legacy of the media centre, not just in delivering a facility for use at the Games:

“One reason we originally had hope for the Media Centre was because of the involvement of a developer with a long term interest... When the ODA

⁹¹ John Burton, Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, Page 14

⁹² Written submission from Belle Media, July 2010, page 5

⁹³ Written submission from London Borough of Hackney, June 2010, page 3

⁹⁴ Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Olympic Park media centre, 3 September 2010, page 1

⁹⁵ Pete Winkelman, Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, page 22; Danny Meaney, *ibid.*, page 7; Dr Jim Coleman, *ibid.*, page 17

removed [Iglloo] they removed the legacy driver and the momentum stalled.”⁹⁶

3.29 Baroness Ford told the Assembly that the OPLC would be working for around a year from March 2010 on the creative hub proposal, and hoped to have tenants ready to commit to the media centre by the end of this period, before considering other options.⁹⁷ In late September 2010, the OPLC is launching a market testing exercise for the media centre. The OPLC told the Committee that this would be targeted at potential investors, developers, operators and tenants from ‘all sectors’, including but not exclusive to the creative industries. This suggests that the OPLC has moved away from pursuing the creative hub proposal exclusively.

3.30 The London Borough of Hackney has referred to the risks in the OPLC’s current market testing activity, in that it suggests a short-term approach. The borough has argued that the creative hub vision needs to be “*given a decent period of time to elicit a response from the market.*”⁹⁸ In July, Hackney’s senior Olympics officer warned that the market testing exercise might suggest that the media centre is available to any tenants, which could discourage the creative industries:

“While I think the OPLC is very sympathetic to what they call the ‘Hackney vision’, we are keen that they embrace it rather more fully. We are worried that they might see that the success they have had in the way that they have gone about the stadium could be replicated by simply creating an all-comers market for the [media centre]. Whereas we feel that, at least for a short period of time, there has got to be a passionate commitment to the idea of the creative industries in order to get those industries to start talking to each other and start creating the sort of connections which would make the place work.”⁹⁹

Financial implications

3.31 The media centre will need to be adapted for legacy use after the Games, requiring additional funding. The ODA’s transformation budget includes some funding for removal of temporary features of

⁹⁶ Written submission, East London Business Alliance, June 2010, page 2

⁹⁷ Transcript of the London Assembly plenary meeting on 10 March 2010, page 8

⁹⁸ Written submission from London Borough of Hackney, June 2010, page 2

⁹⁹ Charlie Forman, Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 20 July 2010, page 16

the media centre, although it is not known how much will be allocated.¹⁰⁰ The ODA's additional contribution to the cost of construction came from the contingency funds in the Olympic budget; at the end of June 2010 there was £1.2 billion of contingency funds remaining.¹⁰¹ The OPLC has not yet been allocated a budget for its post-2012 regeneration programmes.

3.32 It is possible that a private developer can fund adaptations in return for future revenues from the media centre. The arrangement entered into with Carillion-Igloo in 2008 shows there was willingness in the private sector to do this. However, the Committee has heard it is likely that an additional public contribution to the adaptation will be necessary. Anna Harding, Chief Executive of Space Studios, which was a partner in a bid to develop the media centre initially, told the Committee that developers would not be willing to take on the centre without this additional funding.¹⁰² Depending on negotiations with private investors, it is reasonable to assume that the more capital funding provided by the taxpayer, the greater is the share of future revenues that would be returned to the public sector.

3.33 The OPLC might be able to achieve higher short-term returns on public investment if the media centre is open to tenants from any industry, regardless of the number of jobs being created, and the highest rental income possible is sought. This is especially the case if the post-2012 adaptations are minimised and therefore require less additional funding. Some types of business, such as storage – a use which has been proposed to the OPLC¹⁰³ – may require less extensive adaptations. Longer-term returns are likely to depend on a range of other factors, such as how many and what types of jobs are created at the media centre, or the extent to which the activity at the media centre stimulates additional economic activity.

The media centre is likely to need additional funding to secure its legacy

3.34 The termination in 2008 of the agreement with the private development consortium to co-fund the media centre

¹⁰⁰ The Mayor told the Committee that the amount allocated for adaptation is not being released publicly for commercial reasons. Written submission from Mayor of London, September 2010, page 1

¹⁰¹ *London 2012 Olympic and Paralympic Games: Quarterly Report*, Department for Culture, Media and Sport, July 2010

¹⁰² Anna Harding, Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 20 July 2010, page 16

¹⁰³ Baroness Ford, Oral evidence, House of Commons Culture, Media and Sport Committee, 3 March 2010

introduced uncertainty into the project and its ambition to drive the employment legacy for east London. A firm endorsement of the creative hub vision by the OPLC – without precluding other sectors – will help address this uncertainty. The creative industries may not be the only viable option in terms of potential tenants for the media centre, but we would be concerned if the OPLC considered proposals that do not have the same potential to bring a large number of skilled jobs to the site.

- 3.35 It is clear that if the creative hub vision for the media centre is to be achieved, it will require a high level of commitment from the Olympic Park Legacy Company over a long period of time. The Mayor and Government, the owners of the OPLC, also need to give the project their political and financial support. It is likely to take a number of years to fully establish a hub and deliver the employment legacy. In the critical period running up to the Games, the OPLC needs to continue to be proactive in pursuing the vision. The findings of the market testing work will give the OPLC valuable information about interest in the media centre, but should not be a substitute for direct engagement with the sector.**
- 3.36 There will need to be new investment in the media centre to adapt the site for legacy use. It is expected that a private development partner could meet much of the financial cost of adaptations, although a public contribution may be required. The original budget was reduced in 2008 by £25 million, although the amount required now may differ from this depending on the nature and extent of any proposed adaptations. There will need to be additional investment in transport improvements. Some money should be available in the ODA's existing transformation budget, although it is not known how much. We would also suggest that, because of the strong regeneration potential of the media centre, it should be considered a key priority for additional funding from the Olympic budget in the event that contingency funds become available.**
- 3.37 Clearly, there is a trade-off to be negotiated. Pursuing legacy options such as the creative hub proposal that could offer a high number of skilled jobs at the site, stimulate other local**

economic activity and give a clear focus to future training initiatives may not be the quickest way to generate a return on taxpayers' investment in the media centre. However, the regeneration of east London was the promise made when London bid to stage the Games, and must be kept, even if the benefits take longer to be realised.

Recommendation 2

The Olympic Park Legacy Company must ensure the media centre provides a large number of skilled jobs after 2012. Proposals from any industry should be considered, on the condition that they offer this employment legacy. Alongside this, the OPLC should continue to pursue discussions with potential tenants from the creative industries and related sectors, without setting an arbitrary deadline for this activity. In a response to the Committee by the end of January 2011 the Mayor and the OPLC should set out how choices being made about the future tenants of the media centre will guarantee its employment legacy, and how the OPLC will work to promote the media centre to the creative industries.

Recommendation 3

The Olympic Park Legacy Company needs to secure investment in adapting the media centre for legacy use and in enhancing transport connectivity. We recommend that any modest public sector contribution to this should come from the ODA's transformation budget, and if required from remaining contingency funds in the Olympic budget, in the event that this money is available. We ask the Mayor to respond to this proposal by the end of January 2011 and set out initial estimates of funding requirements for this investment.

4 Securing local benefits

Key points

- Access to the 2012 venues for local communities should be guaranteed in any agreements with tenants, owners or developers.
- The employment of local people at the venues should be encouraged through targets, recruitment practices and training initiatives, with clear obligations for future venue operators to comply with these.
- Venue operators should be obliged to participate in local procurement initiatives, with local businesses and non-profit organisations should be supported by the OPLC to take advantage of opportunities at the Olympic Park after 2012.

4.1 The previous two chapters have discussed the Olympic Stadium and the media centre in terms of their primary legacy uses and how decisions regarding this may affect the regeneration of east London. In this chapter we consider measures that could be taken, regardless of who the future tenants of the venues are, to ensure the positive impact of the venues is spread as widely as possible among local communities. We focus on three related ways in which local benefits can be secured: ensuring community access to the venues, providing employment opportunities for local people, and working with local small businesses and community organisations.

Venue access

4.2 The Committee has considered the potential for the stadium and media centre to be used by local communities after 2012. For the stadium, this would mean using the undercroft area and the main stadium structure. There have been proposals for the undercroft to provide space for educational and health facilities, and to host local community groups. The main structure, when not hosting a major event, may also be used for smaller sporting or cultural events. The Committee heard from the Chairman of Milton Keynes Dons that the club's Stadium:MK hosts the finals of all youth football competitions in the city, including those for disabled people, as well as providing a venue for a football competition for homeless people organised by the Salvation Army.

4.3 This suggests that the stadium could provide a new sporting facility for local people. Geraldine Blake, Chief Executive of Community Links, a charity based in Newham, told the Committee that local people would benefit from being able to use the Olympic Stadium and feeling a sense of ownership:

*“You should be able to ask any young person in Newham, say, two or three years after the Olympics, ‘What did the Olympics do for you?’ and one of their answers should be, ‘Brilliant new stadium, I go there all the time to do a range of [activities].”*¹⁰⁴

4.4 The Mayor has set out his aim for “90 per cent community usage of the park facilities,” after the Games, in his strategy for delivering a sporting legacy.¹⁰⁵ Although the venues are designed as elite facilities, this suggests that agreements with future operators of the venues stipulate that the facility must be available for community use for the vast majority of the time. Kate Hoey MP, the Mayor’s Commissioner for Sport, told the Committee she was discussing plans for this with the OPLC, but admitted the ‘90 per cent’ ambition was not certain to be achieved.¹⁰⁶ The OPLC’s submission to the Committee notes that community use is one of its priorities for the Olympic Stadium after 2012, and this is also referred to in the OPLC’s recent market testing document; neither document refers to any specific aim for the proportion of community use.¹⁰⁷

4.5 For the media centre, access could mean that parts of the facility are open to the public or used to provide community services. Access has also been considered in terms of the space that could be made available for rent by local people and organisations. As discussed in the previous chapter, the OPLC and the London Borough of Hackney have stated that they want to use the media centre as a business incubator, making space available for small and micro-businesses at the media centre. The Committee has also heard from those representing artist studio providers – many of which are based in the host boroughs – that the development of the Olympic Park has threatened this sector locally because it has increased property values,

¹⁰⁴ Geraldine Blake, Transcript of the Economic Development, Culture, Sport and Tourism Committee, 20 July 2010, page 2

¹⁰⁵ *A Sporting Future for London*, Greater London Authority, April 2009

¹⁰⁶ Transcript of Economic Development, Culture, Sport and Tourism Committee meeting, 7 September 2010, pages 3-7

¹⁰⁷ Written submission from Olympic Park Legacy Company, September 2010, page 5; *Olympic Stadium Legacy: Memorandum of Information*, Olympic Park Legacy Company August 2010

Local communities should have access to the venues and be encouraged to use them

making it less affordable for artists and studio providers.¹⁰⁸ The National Federation of Artists' Studio Providers has suggested that space could be available at the media centre to accommodate these local firms.

- 4.6 The Committee has heard that physical layout and branding may be important factors in encouraging community use of the venues. For instance, the Pacific Quays site is a media hub based in a deprived area of Glasgow. Danny Meaney told the Committee that a fence was constructed around the site so local residents could not access it, leading to a sense of disconnection between the local community and the opportunities available.¹⁰⁹ This is reflected in the Strategic Regeneration Framework produced by the host boroughs, which states that the OPLC should focus on "firming up the physical links to enhance accessibility between the park and its surrounding areas and to link the fringe communities."¹¹⁰ In submissions to the Committee, the London Boroughs of Tower Hamlets and Waltham Forest have specifically argued that new bridges or other physical connections are required to link the Olympic Park to the Bow and Leyton areas in east London.¹¹¹ As discussed in the previous chapter, enhanced public transport connections are also required to improve access to the media centre.
- 4.7 When the Committee visited the City of Manchester Stadium, we heard about the competing interests of operators on the 'Sport City' site – where many of the 2002 Commonwealth Games venues are located – in terms of branding. The city council, which owns the site, has stipulated that the branding of the stadium and surrounding area needs to emphasise that it is a public space rather than private property, in order to encourage local residents to visit and participate in community programmes hosted there.¹¹²

¹⁰⁸ Written submission from the National Federation of Artists' Studio Providers, July 2010, pages 2-4

¹⁰⁹ Transcript of the Economic Development, Culture, Sport and Tourism Committee, 8 June 2010, pages 6-7

¹¹⁰ *Strategic Regeneration Framework: An Olympic legacy for the host boroughs: Stage 1*, London Boroughs of Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest, October 2009

¹¹¹ Written submission from the London Borough of Tower Hamlets, October 2009, page 2; Written submission from the London Borough of Waltham Forest, June 2010, page 1

¹¹² Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Sport City and Media City, Greater Manchester, 21 June 2010, page 3

4.8 We cannot expect local communities to gain automatically from hosting the 2012 Games in east London. In the run-up to and after the Games, the Olympic Park Legacy Company and other agencies need to take steps to ensure people in east London can share the benefits of regeneration. Being able to gain access to the Olympic Park and its venues is the most basic requirement, and should be guaranteed in any future agreements with owners, tenants or developers of the venues. The Mayor has set out an ambition for 90 per cent community usage of sporting venues, but the status of this is now unclear. The OPLC should also ensure that physical layout, branding and public transport connections of the Olympic Park encourage community access.

Recommendation 4

The Olympic Park Legacy Company should include obligations to guarantee community access in any agreements with future venue operators. It should also ensure that physical layout and branding supports community access to the venues, alongside public transport improvements discussed in Recommendation 3. In a response to the Committee by the end of April 2011 the Mayor and the OPLC should set out how they intend to implement these measures, and clarify the extent to which they remain committed to the goal of 90 per cent community usage of sporting facilities.

Employment

- 4.9 The previous chapter discussed which future venue uses could provide a large number of jobs on the Olympic Park. Here we discuss ways to help ensure these jobs are available to people in local communities.
- 4.10 During the construction of the Olympic venues the ODA has been working toward targets for employing residents of the five host boroughs (at least 15 per cent of the workforce) and people unemployed prior to working on the park (seven percent). These have been met. Between April 2008 and June 2010, 15.7 per cent of those who had worked on the park lived in the host boroughs.¹¹³ At the end

¹¹³ *Employment, Skills and Other Socio-Economic Benefits from the 2012 Olympic and Paralympic Games: Update Report*, London Development Agency, July 2010

There is disappointment at the number of jobs local people have secured during the construction of the venues

of June 2010, 11 per cent of the workforce had been previously unemployed.¹¹⁴ It is estimated that 4.6 per cent of the park workforce were previously unemployed residents of the host boroughs at the end of June 2010.¹¹⁵

- 4.11 However, these targets and figures exclude the workforce building the athlete's village, which if included in the total would represent around a third of the Olympic Park workforce; it is not known whether targets would have been met if the village workforce were to be incorporated. Furthermore, the residency requirements do not distinguish between existing borough residents and new arrivals, so it is not known what the employment outcomes have been for people already living in east London. The London Boroughs of Newham and Hackney have expressed their disappointment at the low number of jobs their residents have gained on the Olympic Park so far.¹¹⁶
- 4.12 Targets have been used successfully for other regeneration projects locally. The Oxford Brookes review commissioned by the Committee highlights London City Airport as an example of good practice in creating local employment. A target was agreed in 1998 between Newham Council and the operator that 35 per cent of the workforce should be from Newham; this was met in 2005.¹¹⁷ This is a much higher target than used during the construction of the 2012 venues, but is being implemented over a longer timeframe. Pete Winkelman told the Committee that this long-term approach is more effective than putting immediate obligations on employers, because this could discourage investment in the park.¹¹⁸
- 4.13 Beyond formal targets, the Committee has heard that a range of measures can be taken to encourage local employment. Proactive recruitment practices have been used at London City Airport, which runs a 'Take off into work' scheme for local unemployed people to undertake two weeks of training, a two-week work placement and then an interview. On the Olympic Park, measures have included

¹¹⁴ *Employment and skills update*, Olympic Delivery Authority, July 2010

¹¹⁵ Calculated by the Committee. 19% of workers were host borough residents, and 24% of host borough residents declared themselves previously unemployed. *Employment and skills update*, Olympic Delivery Authority, July 2010

¹¹⁶ Councillor Paul Brickell, Transcript of the Economic Development, Culture, Sport and Tourism Committee, 20 July 2010, page 19; Charlie Forman, *ibid.*, page 20

¹¹⁷ *Literature review: Olympic Venues – Regeneration Legacy*, Oxford Brookes University, June 2010

¹¹⁸ Transcript of the Economic Development, Culture, Sport and Tourism Committee, 8 June 2010, pages 23-24

advertising vacancies within local boroughs in advance of being more widely advertised. The London Borough of Waltham Forest has suggested that after 2012 the OPLC should be obligated to use the job brokerage schemes operated by the local boroughs.¹¹⁹ The OPLC told the Committee they will encourage future tenants to use local brokerage and use tools such as early notification of vacancies locally.¹²⁰

- 4.14 Perhaps most importantly, local people need to possess the skills that are required to compete for the jobs that will be available on the park. Dr Jim Coleman discussed how this can be planned for in advance:

“What type of businesses may want to locate into certain spaces on the Olympic Park and, therefore, what types of jobs will be created?... What skills will, therefore, be required? Making sure that that thinking or that forecasting about skills is then embedded within the colleges, within the schools and within all of the training providers locally so that people are coming out of training with the right kind of skills at the right times for the jobs that appear.”¹²¹

- 4.15 Other regeneration projects have included training programmes of this sort. Westfield, Newham council and Skillsmart Retail are providing a Retail Academy to train people to work at the Stratford City shopping centre. Similarly, the Canary Wharf Group supports a centre of vocational excellence in financial services in Tower Hamlets, although this was not launched until a number of years after the development of Canary Wharf.

- 4.16 The construction of the 2012 venues has been accompanied by a new National Skills Academy for Construction, based at three sites across east London, although two of these were not launched until one and two years, respectively, after construction on the park commenced.¹²² The host boroughs have also provided employment support and training to over 6,200 of their residents under the Local Employment

Local people need the skills to be able to compete for future jobs at the 2012 venues

¹¹⁹ Written submission from the London Borough of Waltham Forest, June 2010, page 3

¹²⁰ Written submission from Olympic Park Legacy Company, September 2010, page 13

¹²¹ Transcript of the Economic Development, Culture, Sport and Tourism Committee, 8 June 2010, page 22

¹²² *Employment, Skills and Other Socio-Economic Benefits from the 2012 Olympic and Paralympic Games: Update Report*, London Development Agency, July 2010; Specialist training centre to help deliver major London construction projects, www.legacy-now.co.uk, 29 April 2009

and Training Framework established in 2006 to help local people benefit from jobs associated with the Games; around 2,300 people have secured employment, mainly in construction.¹²³

4.17 The proposal to establish a creative industries hub at the media centre post-2012 suggests that local training initiatives could be focused on skills required for this sector. The London Development Agency has already funded the creation of an Advanced Apprenticeship in Creative and Digital Media by Skillset, the sector skills council, which is being piloted in London.

4.18 In securing an employment legacy the Olympic Park Legacy Company needs to learn from the disappointing experience of the Olympic Delivery Authority in the construction of the venues. Targets have been implemented ineffectively, and local construction training initiatives have come at a relatively late stage.

4.19 Agreements with owners, tenants and developers of the venues post-2012 need to ensure that local people can take advantage of new employment opportunities. There should be targets for the employment of local workers, previously unemployed people and apprentices at the venues; these should be long-term, aimed at local people and accompanied by proactive measures to recruit local staff. There should also be skills initiatives focused on the types of jobs that will be available on the Olympic Park after 2012. This needs to happen as early as possible, ideally commencing before the Games take place, and involve employers that will be based on the park.

4.20 Construction training schemes developed in recent years should continue, with those undertaking venue adaptations or new developments required to participate in these. The OPLC should develop a partnerships with local training providers, including Westfield's Retail Academy, to ensure that local training provision is aimed at the jobs that will be available on the park. There should be a particular focus on equipping people to work in the creative industries, if this is determined as the legacy use for the media centre; the apprenticeship

¹²³ *Employment, Skills and Other Socio-Economic Benefits from the 2012 Olympic and Paralympic Games: Update Report*, London Development Agency, July 2010

scheme developed for this sector as part of the Olympic project should be offered by tenants at the media centre.

Recommendation 5

The Olympic Park Legacy Company should set long-term targets for the employment of local residents, previously unemployed people and apprentices at the 2012 venues, and include obligations to implement these in any agreements with venue operators. The OPLC should also identify training needs for local people to compete for jobs on the Olympic Park, work with funders and providers to ensure these are met, and oblige venue operators to participate in skills initiatives. In a response to the Committee by the end of April 2011 the Mayor and the OPLC should set out how they intend to implement these measures.

Local businesses

- 4.21 After 2012 it is likely there will be a wide range of opportunities for businesses to provide goods and services connected to the Olympic venues. New contracts may be available at the Olympic Park to provide, for instance, retail, catering, horticulture, cleaning, security, event management and logistics.¹²⁴ If businesses based in east London can win these opportunities this will help spread the benefits of the Olympic Park regeneration to surrounding communities, including by creating new job opportunities.
- 4.22 There may be a number of different ways to involve local businesses. In 2007 the CompeteFor web service was created, to advertise tenders associated with the 2012 Games, including the venues construction. The service is designed to help smaller firms compete for contracts, and has included additional support such as workshops on the tender process, partly funded by the London Development Agency. CompeteFor is not exclusive to local firms, although 6,700 businesses

¹²⁴ Written submission from Mark Kass, July 2010, page 6

Local small businesses could be supported to access tender opportunities at the venues after 2012

in the host boroughs are registered with the service.¹²⁵ CompeteFor is only funded until the end of the 2012 Games.¹²⁶

4.23 Additional support for businesses that is more locally focused has been suggested to the Committee. East London Business Place offers support to micro, small and medium-sized companies in ten east London boroughs, including matching them to tendering opportunities.¹²⁷ Mark Kass, Enterprise Development Manager at the East London Small Business Centre, has argued that there should be a wider focus than just promoting tendering opportunities. It has suggested a new 'small business club' for the Olympic Park, which would inform local businesses well in advance what kind of opportunities are going to be available at the Olympic Park and venues, so they can plan ahead, and provide support for them to win new business.¹²⁸ The OPLC told the Committee that it is keen to develop supply chain initiatives which tailor support for small and medium-sized enterprises and match contract opportunities to local businesses.¹²⁹

4.24 The Committee has also heard about the potential for local non-profit organisations to be involved in the legacy of the venues, including social enterprises and community-owned trusts. Geraldine Blake of Community Links told the Committee that procuring goods and services at the Olympic Park would help secure local benefits, because this is the primary aim of these organisations:

*"The other way that the young people that we work with will benefit from those Olympic jobs is if some of the contracts are let to local social enterprises which are specifically about employing local people, building their skills and developing them. That is about making sure that there are a wide enough range of contracts of different sizes."*¹³⁰

4.25 The Oxford Brookes review commissioned by the Committee also highlights a number of community-owned organisations involved in

¹²⁵ *Employment, Skills and Other Socio-Economic Benefits from the 2012 Olympic and Paralympic Games: Update Report*, London Development Agency, July 2010

¹²⁶ Response to Andrew Boff AM, Mayor's Question Time, 14 July 2010 [2393/2010]

¹²⁷ Written submission from East London Business Alliance, May 2010, page 3

¹²⁸ Written submission from Mark Kass, July 2010, pages 4-5

¹²⁹ Written submission from Olympic Park Legacy Company, September 2010, page 13

¹³⁰ Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 20 July 2010, page 22

regeneration work elsewhere in London.¹³¹ The Westway Trust is a community development trust set up to develop derelict land under the A40 flyover in Kensington, and now runs a sports centre at the site. The Coin Street Community Builders is a social enterprise and development trust owned by local residents, set up to develop 13 acres of land at the South Bank, which has provided new homes, commercial premises, sports facilities and public spaces. In Manchester all of the Commonwealth Games venues at Sport City, with the exception of the main stadium, are now run by charitable trusts.¹³² It is suggested in the Oxford Brookes review that these types of organisation could own or manage venues and other facilities at the Olympic Park, for the benefit of local communities.

4.26 Local businesses have been supported to become involved in the construction of the venues, particularly via CompeteFor. This approach should be extended to new opportunities after 2012. The OPLC should also consider how it can further ensure local small businesses win contracts, exploring what kind of information businesses need, at what stage, to make them best placed to compete. Agreements with developers, owners and tenants should ensure that they follow procurement practices that support local businesses. Every effort should be made to encourage social enterprises and community-owned organisations to become involved in delivering goods and services and managing or owning venues.

Recommendation 6

The Olympic Park Legacy Company should implement procurement initiatives that support local businesses to win contracts at the Olympic Park, including the use of CompeteFor to all post-2012 tender opportunities at the park. Agreements with venue operators should oblige them to participate in these initiatives. The OPLC should also explore the potential for social enterprises and community-owned organisations to provide goods and services at the Olympic Park or become involved in managing the venues. In a response to the Committee by the end of April 2011 the Mayor and

¹³¹ *Literature review: Olympic Venues – Regeneration Legacy*, Oxford Brookes University, June 2010

¹³² Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Sport City and Media City, Greater Manchester, 21 June 2010

the OPLC should set out how they plan to achieve these goals.

5 Governance

Key points

- The Olympic Park Legacy Company has lead responsibility for the venues legacy, but its remit is limited and it has no allocated long-term funding for the development of the park and venues.
- Different models for venue ownership and management may be effective, provided there is long-term, coherent oversight by the Olympic Park Legacy Company.

5.1 A number of the issues discussed so far in the report will be affected by the governance arrangements which are put in place for the Olympic and Paralympic venues after 2012. This chapter therefore considers the different approaches to governance that can be taken, covering the remit of the Olympic Park Legacy Company and ownership or management arrangements for the venues.

The role of Olympic Park Legacy Company

5.2 The OPLC will own a number of the Olympic venues after 2012 - the stadium, media centre, aquatics centre and handball arena – and approximately 40 per cent of the Olympic Park land. Other organisations that are venue and landowners at the park are:

- The Olympic Delivery Authority owns the athlete’s village and surrounding land, and is managing the post-Games sale of the village;
- The Lee Valley Regional Park Authority owns two venues (Eton Manor and the velodrome) and surrounding land, and will manage these venues after 2012;
- London & Continental Railways (which operates the Channel Tunnel Rail Link) owns land in the park, surrounding the Stratford City development; and
- Network Rail, Thames Water and the British Waterways Board own rail lines and waterways within the park.

5.3 The OPLC is currently owned jointly by the Mayor and central Government. Recently the Mayor proposed that he should become the sole owner of the OPLC, which would become a ‘Mayoral Development Corporation’ and have planning powers for the Olympic

The OPLC has not yet been allocated any funding for the regeneration of the Olympic Park

Park.¹³³ Host boroughs have argued that after 2012 they should reclaim planning powers for the park, which currently reside with the Olympic Delivery Authority.¹³⁴ In 2009 the OPLC told the Committee it was developing a five-year business plan to be published in spring 2010.¹³⁵ However, this plan has not yet been published and, as discussed in Chapter 2, the OPLC has not been allocated any funding for the development of the Olympic Park post-2012.

- 5.4 Several previous host cities of the Olympic and Paralympic Games have set up special purpose vehicles similar to the OPLC. For instance, the Sydney Olympic Park Authority oversees the legacy of the venues for the 2000 Games, although this body was not created until after the Games. Manchester set up a similar organisation (New East Manchester) before the 2002 Commonwealth Games, although unlike the OPLC the remit of this body extends beyond the immediate Games site into the surrounding communities.
- 5.5 The Committee has heard from several people about the benefits of creating a lead agency for the venues legacy. The East London Business Alliance told the Committee that previously it was hard for potential private sector investors to know who they should be dealing with regarding legacy opportunities at the park.¹³⁶ Danny Meaney of New Media Partners also suggested that there needs to be an organisation that acts as an ‘integrator’, dealing with the range of stakeholders and investors and providing clarity of decision-making.¹³⁷
- 5.6 Dr Jim Coleman discussed the example of Wembley Stadium, which is owned by the Football Association. Arguably, there is a lack of a lead decision-making body to oversee the stadium and regeneration work associated with the stadium, which has hampered the project. As Dr Coleman suggested:

“You go beyond the stadium into the local communities, the local communities are very, very diverse, very interesting and very entrepreneurial, but quite unconnected, I think partly because of a lack

¹³³ *The Mayor of London’s Proposals for Devolution*, Greater London Authority, June 2010

¹³⁴ Roger Taylor, Transcript of the Development, Culture, Sport and Tourism Committee, 12 January 2010

¹³⁵ Andrew Altman, Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 21 October 2009, page 18

¹³⁶ Written submission from East London Business Alliance, May 2010, page 2

¹³⁷ Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, page 24

*of spatial connectivity to the stadium. I do not think Wembley is having the impact that it could potentially have, as yet, on its surrounding area. That is not to criticise the operators at Wembley Stadium because their job is to operate a stadium, not to regenerate the local area.*¹³⁸

- 5.7 The Committee has previously raised concerns about the OPLC's remit, specifically around its lack of responsibility for the legacy of the athlete's village.¹³⁹ The village will be converted into 2,800 new homes after 2012. While OPLC will oversee other residential development elsewhere on the park, the ODA is the owner of the village and responsible for its legacy. The ODA has already entered an agreement to sell 1,400 units at the site to Triathlon Homes; these will be available after 2012 as affordable homes. The Committee argued that the OPLC should have a significant role in decisions about the legacy of the village. Following the Committee's report it was announced that the OPLC, ODA and other stakeholders would establish a Joint Programme Board to discuss common issues, with a sub-group set up to consider the athlete's village. This provides a formal mechanism for the OPLC to influence the ODA, which retains final decision-making responsibility.
- 5.8 Furthermore, the OPLC has not been given responsibility for the socio-economic programmes which have been funded by the LDA in the run-up to 2012, including the employment and skills and business support programmes discussed in the previous chapter.¹⁴⁰ The Mayor has proposed that the LDA be abolished by 2012.¹⁴¹ It is not clear whether the OPLC will be given powers or funding to continue these programmes after the Games.

Governance of the venues

- 5.9 In this investigation the Committee has discussed different approaches the OPLC could take to the ownership and management of the venues. First, there is a question of whether venues should be sold or leased after 2012. As discussed in Chapter 2, the operators of both

¹³⁸ Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, page 6

¹³⁹ *Legacy Limited? A review of the Olympic Park Legacy Company's role*, London Assembly, February 2010

¹⁴⁰ Baroness Ford, Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 21 October 2009, page 8-9

¹⁴¹ *The Mayor of London's Proposals for Devolution*, Greater London Authority, June 2010

the City of Manchester Stadium and the O₂ Arena (formerly Millennium Dome) have leaseholds for these venues, with the freehold remaining under public ownership; for both venues there are profit or revenue-sharing agreements between the freeholder and the operator.

- 5.10 Alternatively, Stadium:MK in Milton Keynes is privately owned, but the owners signed an agreement that the local council can invoke a 'buy back' right if the operator does not meet certain obligations, such as hosting football matches at the stadium;¹⁴² the effectiveness of this option would clearly depend on the availability of public funds to purchase the venue. The OPLC has recently announced it wishes to agree a long-term lease for the stadium rather than to sell it outright,¹⁴³ although it is not known whether this will also be the case for the other venues, including the media centre.
- 5.11 The Committee heard during its visit to Manchester that there have been some problems associated with having several different bodies – two trusts and a private company – operating venues at Sport City, with some inconsistencies in service delivery.¹⁴⁴ Greenwich Leisure Ltd has told the Committee that it would want to provide a 'joined-up' solution by overseeing all of the venues on the park. It is not known whether the OPLC will recruit or establish an organisation to perform this role, or undertake it directly.¹⁴⁵ The OPLC's plans may have to take into account the fact that the OPLC is not responsible for the velodrome, Eton Manor, the athlete's village or large portions of the parkland.
- 5.12 Beyond the day-to-day running of the venues, the OPLC will be entering into agreements with venue tenants or operators. These agreements will establish the uses of the venues and may also cover a wide range of issues such as recruitment and procurement practices, community access, training provision, branding, and any arrangements for revenue or profit-sharing. These agreements will need to be monitored and enforced.

For other major venues there are revenue-sharing agreements between public freeholders and private operators

¹⁴² Pete Winkelman, Transcript of the Economic Development, Culture, Sport and Tourism Committee meeting, 8 June 2010, page 11

¹⁴³ *Olympic Stadium Legacy: Memorandum of Information*, Olympic Park Legacy Company August 2010

¹⁴⁴ Notes of Economic Development, Culture, Sport and Tourism Committee site visit to Sport City and Media City, Greater Manchester, 21 June 2010

¹⁴⁵ Written submission from Greenwich Leisure Ltd, July 2010, page 2

- 5.13 It is important that the Olympic Park Legacy Company has lead responsibility for the legacy of the Olympic Park and venues, and the Committee welcomed its establishment. However, questions still remain about its future role and capacity. There is no certainty that the OPLC will have a long-term existence. Much of the park, major sporting venues and the athlete's village are controlled by other organisations, while the OPLC has no responsibility for socio-economic programmes. Future activity and development across the whole park should be co-ordinated, but it is not yet clear how this will happen.**
- 5.14 Furthermore, the OPLC has not yet been allocated any funding for the future development of the park and venues, which makes any further regeneration very uncertain. Without this certainty, we do not know if the OPLC will be the regeneration agency east London needs for its Olympic legacy, or merely a landlord for the Olympic Park. The Mayor's proposals to turn the OPLC into a Mayoral Development Corporation are positive in that London rather than central Government would lead the legacy of the Olympic venues, but the funding and remit issues still need to be addressed.**
- 5.15 Regarding the ownership and management of the venues, outcomes matter most. Firm agreements to secure local benefits have to be in place and these agreements must be effectively enforced. Leasing the venues offers potential to ensure the public sector retains long-term control of their use. This could also be guaranteed in a sale agreement, although it might be more difficult for the public sector to exert control, especially if there is a lack of money to invoke a 'buy-back' right. Under any arrangements, there must be clear decision-making and strong partnership working to make sure the venues operate coherently, investment is attracted and community programmes are effective. The OPLC needs the security and capacity to lead this work.**

Recommendation 7

The Olympic Park Legacy Company or any successor body should have a clear remit and long-term funding for its programmes. After 2012 it should exercise ongoing oversight of agreements with venue operators, and ensure the strategic co-ordination of activity and

development across the whole Olympic Park. In a response to the Committee by the end of April 2011 the Mayor should set out his plans for the remit and funding of the OPLC, for strategic co-ordination of the park, and for oversight of agreements.

Appendix 1 Recommendations

Recommendation 1

After 2012 the Olympic Stadium must be used frequently by a high number of visitors, and operate without the need for ongoing public subsidy. In a response to the Committee by the end of January 2011 the Mayor and the Olympic Park Legacy Company should set out how the choices being made about the future operator(s) of the stadium will guarantee this happens.

Recommendation 2

The Olympic Park Legacy Company must ensure the media centre provides a large number of skilled jobs after 2012. Proposals from any industry should be considered, on the condition that they offer this employment legacy. Alongside this, the OPLC should continue to pursue discussions with potential tenants from the creative industries and related sectors, without setting an arbitrary deadline for this activity. In a response to the Committee by the end of January 2011 the Mayor and the OPLC should set out how choices being made about the future tenants of the media centre will guarantee its employment legacy, and how the OPLC will work to promote the media centre to the creative industries.

Recommendation 3

The Olympic Park Legacy Company needs to secure investment in adapting the media centre for legacy use and in enhancing transport connectivity. We recommend that any modest public sector contribution to this should come from the ODA's transformation budget, and if required from remaining contingency funds in the Olympic budget, in the event that this money is available. We ask the Mayor to respond to this proposal by the end of January 2011 and set out initial estimates of funding requirements for this investment.

Recommendation 4

The Olympic Park Legacy Company should include obligations to guarantee community access in any agreements with future venue operators. It should also ensure that physical layout and branding supports community access to the venues, alongside public transport improvements discussed in Recommendation 3. In a response to the Committee by the end of April 2011 the Mayor and the OPLC should set out how they intend to implement these measures, and clarify the extent to which they remain committed to the goal of 90 per cent community usage of sporting facilities.

Recommendation 5

The Olympic Park Legacy Company should set long-term targets for the employment of local residents, previously unemployed people and apprentices at the 2012 venues, and include obligations to implement these in any agreements with venue operators. The OPLC should also identify training needs for local people to compete for jobs on the Olympic Park, work with funders and providers to ensure these are met, and oblige venue operators to participate in skills initiatives. In a response to the Committee by the end of April 2011 the Mayor and the OPLC should set out how they intend to implement these measures.

Recommendation 6

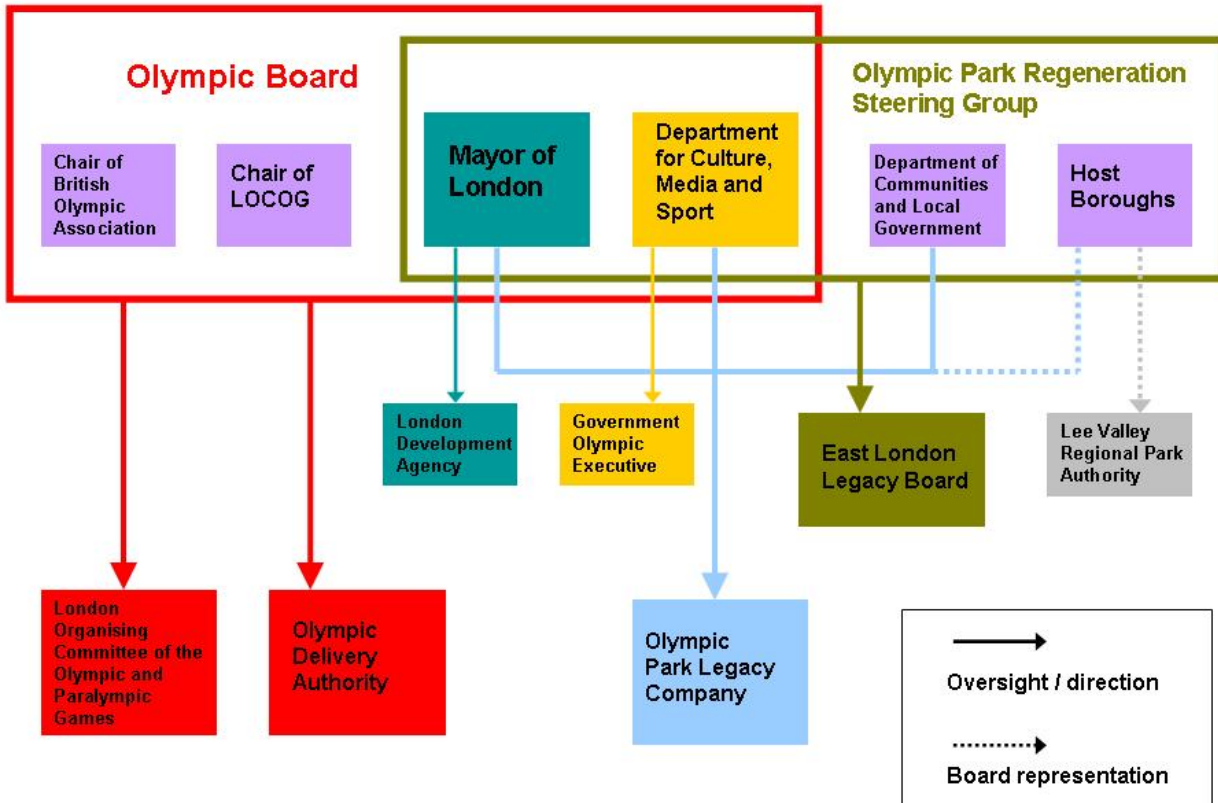
The Olympic Park Legacy Company should implement procurement initiatives that support local businesses to win contracts at the Olympic Park, including the use of CompeteFor to all post-2012 tender opportunities at the park. Agreements with venue operators should oblige them to participate in these initiatives. The OPLC should also explore the potential for social enterprises and community-owned organisations to provide goods and services at the Olympic Park or become involved in managing the venues. In a response to the Committee by the end of April 2011 the Mayor and the OPLC should set out how they plan to achieve these goals.

Recommendation 7

The Olympic Park Legacy Company or any successor body should have a clear remit and long-term funding for its programmes. After 2012 it should exercise ongoing oversight of agreements with venue operators, and ensure the strategic co-ordination of activity and development across the whole Olympic Park. In a response to the Committee by the end of April 2011 the Mayor should set out his plans for the remit and funding of the OPLC, for strategic co-ordination of the park, and for oversight of agreements.

Appendix 2 Decision-making bodies

Figure 2: 2012 legacy decision-making bodies



Olympic Board

Role: Provides oversight, strategic co-ordination and monitoring of the entire London 2012 project.

*Board members:*¹⁴⁶ Jeremy Hunt MP (Secretary of State for Culture, Olympics, Media and Sport) (co-chair), Boris Johnson (Mayor of London) (co-chair), Lord Moynihan (British Olympic Association), Lord Coe (London Organising Committee of the Olympic Games and Paralympic Games), Tessa Jowell MP

Government Olympic Executive

Role: A unit of the Department for Culture, Media and Sport, providing support to the Olympic Board and oversight of the entire London 2012 project.

¹⁴⁶ A Liberal Democrat representative will also be appointed to the board.

Olympic Park Regeneration Steering Group

Role: Provides direction for the 2012 legacy for east London, particularly the development and delivery of the legacy masterplan framework, and oversees the East London Legacy Board

Group members: Boris Johnson (Mayor of London) (chair), Hugh Robertson MP (Minister for Sport and the Olympics), Bob Neill MP (Minister for Thames Gateway and the Olympics), Sir Robin Wales (Mayor of Newham), Jules Pipe (Mayor of Hackney), Cllr Helal Uddin Abbas (LB Tower Hamlets), Cllr Chris Robbins (LB Waltham Forest), Cllr Chris Roberts (LB Greenwich), Cllr Liam Smith (LB Barking and Dagenham)

East London Legacy Board

Role: Supports the implementation of the Strategic Regeneration Framework for the 2012 legacy in east London.

Represented organisations: Arts Council, Department for Business, Innovation and Skills, Department for Children, Schools and Families; Department for Communities and Local Government, Department for Culture, Media and Sport, Department for Food and Rural Affairs, Department of Health, Department for Transport, Government Olympic Executive, Greater London Authority, HM Treasury, Homes and Communities Agency, Host Boroughs Unit, Jobcentre Plus, LB Greenwich, LB Hackney, LB Newham, LB Tower Hamlets, LB Waltham Forest, Learning and Skills Council, Lee Valley Regional Park Authority, London Development Agency, London Fire and Emergency Planning Authority, London Thames Gateway Development Corporation, Metropolitan Police, NHS London, Olympic Park Legacy Company, Sport England, Transport for London

Olympic Park Legacy Company

Role: Will own and manage the Olympic Park after 2012, leads legacy planning for the venues.

Founder members: Mayor of London, Minister for the Olympics, Secretary of State for Communities and Local Government

Board members: Baroness Ford (chair), Ranjit Singh Baxi (J&H Sales), Nick Bitel (London Marathon), Aman Delvi (LB Tower Hamlets), Keith Edelman (Nirah), David Edmonds (civil service), David Gregson (Phoenix Equity Partners), Robert John, Sir Robert Kerslake (Homes and Communities Agency), Philip Lewis (Lambert Smith Hampton), Lord Mawson, Liz McMahon (Madison Muir), Jules Pipe (Mayor of Hackney), Tessa Sanderson (Newham Sports Academy), Sir Robin Wales (Mayor of Newham), Jonathan Dutton (Oasis Community Learning), Andrew Altman (Chief Executive)

Olympic Delivery Authority

Role: Leads the construction of the Olympic venues, responsible for granting planning permission for the Olympic Park.

Board Members: John Armitt (chair), Sir Roy McNulty (deputy chair), Lorraine Baldry (Inventa Partners, Tri-Air Developments), Tony Ball (Kabel Deutschland AG), Barry Camfield (Community and Trade Union Learning Centre), Dr Stephen Duckworth (Serco Welfare to Work), Neale Coleman

(Greater London Authority), Christopher Garnett (Anglian Water Services, Aggregate Industries, Transport for London), David Fison (Geoffrey Osborne), Kumar Muthalagappan (Pearl Hotels), David Taylor (BL Canada Quays, Rockpools People and Performance, First London Power), Baroness Morgan of Huyton, Sir Nicholas Serota (Tate)

London Organising Committee of the Olympic Games and Paralympic Games

Role: Organising the Olympic and Paralympic Games, completing fit-out of the venues.

Board Members: Lord Coe (chair), Sir Keith Mills (deputy chair), HRH The Princess Royal, Charles Allen (LOCOG Nations and Regions Group), Dr Muhammad Bari (East London Mosque), Sir Philip Crave (British Olympic Association), Paul Deighton (chief executive), Jonathan Edwards (European Athletics Council, Newcastle Gateshead Initiative), Tony Hall (London 2012 Cultural Olympiad, Royal Opera House), Andrew Hunt (British Olympic Association), Justin King (Sainsbury's), Stephen Lovegrove (Shareholder Executive), Lord Moynihan (British Olympic Association), Adam Pengilly (International Olympic Committee), Tim Reddish (British Paralympic Association), Sir Craig Reedie (International Olympic Committee), Martin Stewart (SIS, Kabel Deutschland AG), Sir Robin Wales (Mayor of Newham), Neil Wood (Deloitte)

Lee Valley Regional Park Authority

Role: Manages the Lee Valley Regional Park, owns a section of the Olympic Park and three 2012 venues

Board Members: Cllr Derrick Ashley (Hertfordshire County Council) (chair), Michael Rye (LB Enfield) (vice chair), Cllr George Allan (LB Islington), Cllr John Bevan (LB Haringey), Cllr Stephen Castle (Essex County Council), Cllr Ian Corbett (LB Newham), Cllr Malcolm Cowan (Hertfordshire County Council), Cllr Nigel Edey (Essex County Council), Cllr Ralph Gilbert (East Herts District Council), Cllr Brian Hill (Broxbourne Borough Council), Cllr Dave Horan (LB Camden), Cllr Ross Houston (LB Barnet), Cllr Denise Jones (LB Tower Hamlets), Cllr Christopher Kennedy (LB Hackney), Cllr Valerie Metcalfe (Essex County Council), Margaret O'Neill (LB Bexley), Paul Osborn (LB Harrow), Cllr Terry Price (Hertfordshire County Council), Cllr Joyce Ryan (LB Redbridge), Cllr Mary Sartin (Epping Forest District Council), Cllr Alan Searing (Hertfordshire County Council), Cllr Syd Stavrou (Epping Forest District Council), Cllr Bob Sullivan (LB Waltham Forest), Cllr Jeanette Taylor (East Herts District Council), Veronica Ward (LB Southwark), Cllr Elizabeth Webster (Essex County Council), Lyn White (Broxbourne Borough Council)

London Development Agency

Role: Purchasing the Olympic Park, developing original legacy plans, funding socio-economic programmes

Board Members: Harvey McGrath (chair), Ann Humphries (New West End Company, South London Housing Association), Anthony Browne (Greater London Authority), Edmund Lazarus (Englefield Capital), Fran Beckett, Ian Barlow (KPMG, Think London), James Cleverly AM, Jeremy Mayhew (City of

London Corporation), Megan Dobney (Trades Union Congress), Cllr Peter Truesdale (LB Lambeth), Steven Norris (Jarvis, Saferoad BLG, AMT-Sybex Group, Aqueduct, Eastside Young Leaders Academy, London Action Trust), Susan Angoy (The Angoy Consultancy)

Appendix 3 Appearances before the London Assembly

The following is a summary of key points from London Assembly meetings at which the legacy of the Olympic Stadium and media centre was discussed with representatives of major decision-making bodies.

Minutes and transcripts of London Assembly plenary meetings are available at <http://www.london.gov.uk/who-runs-london/the-london-assembly/meetings/whole-assembly> or from the London Assembly secretariat.

Minutes and transcripts of Economic Development, Culture, Sport and Tourism meetings are available at <http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/economic-development> or from the London Assembly secretariat.

14 June 2006, London Assembly plenary

Guest: David Higgins (Olympic Delivery Authority)

Key points:

- Plans for the media centre have changed. It has been relocated to Hackney Wick from Stratford. It will now be permanent and used to stimulate employment.

10 October 2006, London Assembly plenary

Guests: Lord Coe, Paul Deighton (London Organising Committee of the Olympic Games and Paralympic Games)

Key points:

- Leaving a stadium of 70,000-plus seats is unjustified. The current specification is to produce a stadium that has community and commercial use (Lord Coe).
- The media centre will now be permanent and can be converted after the Games for light industrial use (Lord Coe).

15 November 2006, London Assembly plenary

Guests: Sir Roy McNulty, David Higgins (ODA)

Key points:

- The ODA has entered negotiations with McAlpine to build the Olympic Stadium (David Higgins).
- The Olympic Board decided in June that the Olympic Stadium would be 80,000 seats during the Games and 25,000 seats afterwards (David Higgins).
- Football has not been ruled out as a use for the stadium, provided it works in a stadium capable of athletics. Removing the athletics track has never been an option (David Higgins).

- The ODA is not in any detailed negotiations with football clubs, although there have been discussions with West Ham United (David Higgins).
- It would cost £100-£150 million to convert the stadium into a high capacity football stadium; that is very unlikely to happen and time is running out for this option. There has been interest from football clubs to use it as a 25,000-seat stadium (David Higgins).

15 February 2007, London Assembly plenary

Guests: Lord Coe, Paul Deighton (LOCOG), Neale Coleman (GLA), David Higgins (ODA), Manny Lewis (London Development Agency)

Key points:

- Maintenance costs will be lower for the stadium after 2012 if it is reduced from 25,000 to 80,000 seats (David Higgins).
- The LDA is envisaging that the media centre will be a base for high-technology, creative and media sector jobs (Manny Lewis).

10 October 2007, London Assembly plenary

Guests: Lord Coe, Paul Deighton (LOCOG), John Armitt, David Higgins (ODA)

Key points:

- The stadium will be reduced from 80,000 seats during the Games to 25,000 in legacy (John Armitt).
- The delivery partners for the stadium have introduced quality and innovation. It will set a new benchmark for Olympic stadiums in terms of efficiency of design and performance (David Higgins).

8 October 2008, London Assembly plenary

Guests: John Armitt, David Higgins (ODA)

Key points:

- Leaving a high-capacity stadium without an obvious legacy use would be more expensive than reducing it to 25,000 (David Higgins).
- The Olympic Board is committed to leaving an athletics legacy at the stadium (David Higgins).
- The LDA has been working since January 2008 to find a legacy tenant for a mixed use, 25,000-seat stadium (David Higgins).
- There were discussions with Premiership football clubs for a long time in 2006 about becoming stadium tenants (David Higgins).
- Track and field is not compatible with Premiership football; the field of play is very different
- It would require many, many hundreds of millions of pounds to convert the stadium for football use (David Higgins).

- For a football legacy the stadium would have to be transferred to private ownership; because it is Metropolitan Open Land you would have to make available an equivalent area of open space (David Higgins).
- The athletics track and warm-up track will remain at the stadium; it is accepted across Europe that have an athletics track does not work for Premiership football (David Higgins).
- If there was a Premiership football club as a tenant the athletics track could not be used for eight months of the year (David Higgins).
- 75% of all facilities at the stadium, such as toilets and catering, are on pods outside the stadium; it will be a very, very temporary structure (David Higgins).
- The legacy value of the media centre has reduced in the current market. There is scarcity of bank lending and less interest from potential tenants (John Armitt).
- The ODA is reviewing options for the media centre, particularly the mix of permanent and temporary structures (John Armitt).
- The ODA is looking to reduce taxpayers' investment in the media centre, but making sure it works in legacy; some of the media facilities might be moved to Stratford City (David Higgins).
- More of the studios at the IBC will be temporary because there is less demand in the market (David Higgins).

19 November 2008, London Assembly plenary

Guests: Lord Coe, Paul Deighton (LOCOG)

Key points:

- We decided to build new, permanent venues for which we would be able to devise a long-term, sustainable business plan and which produced facilities London was lacking (Paul Deighton).
- We were clear from the outset there was no sense on leaving an 85,000-seat stadium; we wanted to get track and field into the mix (Lord Coe).

21 October 2009, Economic Development, Culture, Sport and Tourism Committee

Guests: Baroness Ford, Andrew Altman (Olympic Park Legacy Company)

Key points:

- The OPLC is undertaking a specialist technical piece of work looking at legacy options for the stadium, including capacity options ranging from 80,000 to 28,000 (Baroness Ford).
- Football is being considered; we would not compromise the athletics legacy but the two sports are not mutually exclusive (Baroness Ford).
- We have to ensure venues not a drain on public resources after 2012 (Baroness Ford).
- The OPLC is in discussions with two or three different sets of people that would make a viable future for the IBC (Andrew Altman).

- The IBC can be resized and divided into different configurations; the sensible option would be to get a significant outfit as a tenant that other tenants would cluster around (Baroness Ford).

21 October 2009, London Assembly plenary

Guests: John Armitt, David Higgins (ODA)

Key points:

- We have designed the stadium so it can be adapted to different legacy forms (John Armitt).
- The key objective for the stadium was to create a really good athletics stadium; people say it is a pity to reduce it from 80,000 but so far that has not been possible (John Armitt).
- The OPLC will now consider options for the stadium and make proposals (John Armitt).

10 March 2010, London Assembly plenary

Guests: Baroness Ford, Andrew Altman (OPLC)

Key points:

- The OPLC is launching a soft market testing exercise for the stadium, looking for solutions that deliver bid commitments, demonstrate value for money and contribute to the wider regeneration of the park (Andrew Altman).
- The OPLC wants to have a settled solution for the stadium by the end of 2010/11 financial year (Andrew Altman).
- We are looking for people to tell us how they will honour the athletics commitments in the bid (Baroness Ford).
- There is around £36 million in the transformation budget to remove 55,000 seats from the stadium after 2012 (Baroness Ford).
- The OPLC will work for around a year on the proposal for a creative industries hub (Baroness Ford).
- The OPLC has not considered demolition of the stadium or examined the cost of this (Baroness Ford, Andrew Altman).
- If the stadium were only used for athletics it would need an operating subsidy (Baroness Ford).
- The OPLC soliciting interest from media and research companies to become tenants of the media centre (Andrew Altman).
- The OPLC is working to examine the ways in which the media centre can be divided and the costs of this (Andrew Altman).
- The OPLC's plan A is to have a cluster of media uses and related educational uses at the media centre (Baroness Ford).
- We are discussing the relocation of a PhD programme there with a university; we also want space for business start-ups with very easy terms and very loose covenants (Baroness Ford).

Appendix 4 Media centre site visit notes

Date

3 September 2010

Attendees

Len Duvall AM, Richard Derecki, Elizabeth Williams, Richard Berry, Zara Davis, Nina Dawson

Purpose

To consider the potential legacy of Olympic Park media centre, to inform an investigation into the legacy of the Olympic and Paralympic venues

Visit details

Tour of the International Broadcast Centre and Main Press Centre with representatives of the Olympic Park Legacy Company, London Organising Committee for the Olympic Games and Paralympic Games, Olympic Delivery Authority and Carillion (ODA Delivery Partner)

Notes

The visit commenced with an overview of the International Broadcast Centre (IBC) and Main Press Centre (MPC) site from Bill Howard of CLM, explaining the overall design approach and the surroundings of the site.

There are currently around 650 people working on the construction of the site, which is approximately 80% complete.

The development will incorporate a 'high street' between the two main structures and a 24-hour dining facility. Both of these are temporary and will be removed after the Games.

The OPLC estimates that it is an 8-minute walk from the media centre to Hackney Wick station and a 23-minute walk to Stratford regional station. The OPLC believe that future tenants of the media centre would want a shuttle bus to transport people from Stratford, something which is being provided during the Games and they are currently reviewing continuation of this service.

There is access between Hackney Wick and the media centre over a footbridge crossing the River Lea. There are plans to introduce another footbridge closer to the media centre which would shorten the journey.

The IBC is a huge, largely empty structure, which will be used mainly as studio space during the Games. It has two floors with very high ceilings (around 11 metres), without windows or central heating. It is divided up into different units, with breaks between units that will be used as 'roads' for vehicles to drive through the building, with openings at either end. The 'fit-out' of the studio space – such as studio sets – will be done by the broadcasters based there during the Games, and removed afterwards. Cabling infrastructure within the IBC will be provided by the Olympic Broadcasting Service and removed after the Games.

The OPLC explained that temporary elements introduced for Games-time use could be kept at the media centre after 2012, subject to discussion with LOCOG, the ODA and tenants. Heating, windows and mezzanine floors could be installed after the Games, although this would cost additional money not already allocated.

The MPC is a traditional office building, over five floors. It will be handed to LOCOG before 2012 as one unit, although can be divided into a number of smaller units. The first floor has a large terrace. The OPLC explained that after the Games they will need to introduce elements such as refuse areas and bike racks, which will not be left by LOCOG.

The OPLC has explained that a good number of potential tenants have viewed the development already. On 24th September the OPLC will launch a market testing exercise, aimed at tenants and developers from all sectors. As well as the creative industries, a further option to be explored is the introduction of a higher education use, such as a post-graduate research facility on part of the site.

Len Duvall AM requested further information regarding criticisms that have been made of the design of the media centre. A statement from the ODA and OPLC is reproduced below.

Statement to the EDCST Committee on specification points for the Broadcast Centre with regard to usage by media companies (Olympic Delivery Authority and Olympic Park Legacy Company)

After the withdrawal of private sector funding for the International Broadcast Centre in late 2008, the Olympic Delivery Authority (ODA) worked in partnership with the Mayor's office and London Development Agency (LDA)

to redesign the structure to support future legacy uses. The priority was not only to ensure the building was able to accommodate the Games requirements, but to design a building as a future centre for employment.

As part of the planning process, a wide range of businesses, including media organisations and East London Business Alliance (ELBA) were consulted. The redesign proposed a permanent steel and concrete structure that could support multiple uses in legacy. Key features for legacy were designed in at the outset, for example: capacity to divide the structure into four buildings and support alternative exterior cladding schemes; an increase in the amount of column-free floor space; and better insulation and ground floor loading capacity. Below is a breakdown of these design features and how they could meet the requirements of the media industry:

1. Column spacing

The Games-time specification requires that 50 percent of studios provide for wide column spacing. Following discussions between the ODA and LDA, the original design on the ground floor was amended to allow for more generous column spacing.

Now, 80 percent of the studio space is provided with 24 metre spacing between column rows, which is suitable for major broadcast studios. The remaining 20 percent of space features columns at 8 metre spacing, which could be used for a range of uses from smaller studios to facilities such as make-up or green rooms.

2. Ceiling height

The building is highly flexible with 10 metre clear height under the first floor structure and an average eight metre clear under the roof. Ceiling heights are comfortably in the range of existing London television studios.

3. Roof support

Media representatives consulted during the design process clearly preferred the ground floor as the location for studios. The ground floor ceiling can support the rigging equipment loads found in most modern broadcast studios. As it is likely that the first floor would be used for office and support functions in legacy, the roof loading capacity is adequate for this scenario.

4. Central heating

As the building has been designed for Games-time use in the summer, central heating won't be required. Without knowing the needs of the legacy tenant or the legacy building configuration, it is not advisable to determine

what the heating system requirements will be in the future. While central heating has not been installed in the

Broadcast Centre, hot water infrastructure from the Central Energy Plant has been provided to the outside of the building ready for connection to the legacy heating system, avoiding the need for legacy users to install boilers.

5. Data speeds

The ducting installed in the building can accommodate a network that could exceed a data speed of 10 gigabits, but as this data speed is not a requirement for the Games, such a network is not currently in place. However, once the end use is established, network capacity can be adapted to meet the users' requirements for data speed.

Going forward the Olympic Park Legacy Company is committed to the Press and Broadcast Centre site becoming a long term centre for employment - bringing jobs and opportunities to east London after the 2012 Games. The Press Centre lends itself well to office space, while the Broadcast Centre has been built with the flexibility to be reconfigured to suit market demand.

There has been early interest in the legacy use of the buildings from a range of sectors including media, creative, retail, education, sports activity, culture and office use. Later this month, we will begin market testing into future usage of the site to build on this interest in order to understand how proposals can fit in with our vision to create a vibrant employment district.

Appendix 5 Views and information

The Committee held two public meetings as part of this investigation.

On 8 June 2010 we met:

- Dr Jim Coleman, Regeneris Consulting
- Dr Larissa Davies, Sheffield Hallam University
- Danny Meaney, New Media Partners
- Pete Winkelman, Milton Keynes Dons Football Club

On 20 July 2010 we met:

- Geraldine Blake, Community Links
- Councillor Paul Brickell, London Borough of Newham
- John Burton, Westfield Stratford City
- Charlie Forman, London Borough of Hackney
- Anna Harding, Space Studios

Minutes and transcripts of these meetings are available on request and can also be found on the London Assembly website via:

<http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/economic-development>

The Committee received written submissions from the following individuals and organisations:

- Belle Media
- East London Business Alliance
- East London Small Business Centre
- Friends of Queens Market
- Greenwich Leisure Limited
- London Borough of Hackney
- London Borough of Newham
- London Borough of Waltham Forest
- London Development Agency
- Mark Kass
- Mayor of London
- National Federation of Artists' Studios Providers
- Olympic Park Legacy Company
- Social Enterprise London
- Westfield Stratford City

Copies of written submissions are available on request and can also be found on the London Assembly website via:

<http://www.london.gov.uk/who-runs-london/the-london-assembly/publications/2012-games>

Appendix 6 Orders and translations

How to order

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Chinese

如您需要这份文件的简介的翻译本，请电话联系我们或按上面所提供的邮寄地址或Email与我们联系。

Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

यदि आपको इस दस्तावेज 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 দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফোন করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا منکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Arabic

الحصول على ملخص لهذا المستند بلغتك، فراجع الاتصال برقم الهاتف أو الاتصال على العنوان البريدي أو عنوان البريد الإلكتروني أعلاه.

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જાણીતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઇ-મેઇલ સરનામા પર અમારો સંપર્ક કરો.

Appendix 7 Principles of scrutiny

An aim for action

An Assembly scrutiny is not an end in itself. It aims for action to achieve improvement.

Independence

An Assembly scrutiny is conducted with objectivity; nothing should be done that could impair the independence of the process.

Holding the Mayor to account

The Assembly rigorously examines all aspects of the Mayor's strategies.

Inclusiveness

An Assembly scrutiny consults widely, having regard to issues of timeliness and cost.

Constructiveness

The Assembly conducts its scrutinies and investigations in a positive manner, recognising the need to work with stakeholders and the Mayor to achieve improvement.

Value for money

When conducting a scrutiny the Assembly is conscious of the need to spend public money effectively.

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