

Towards a Lasting Legacy

A 2012 Olympic and Paralympic Games Update

July 2009



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Chair's Foreword

The promise of a 'legacy' was a significant factor in London winning the bid to host the 2012 Olympic and Paralympic Games. Urban and social regeneration, and increased sports participation, were to be the hallmarks of these Games. We are now more than halfway from winning the bid to hosting the games. In the meantime, the economic climate has transformed. It is a good time to examine whether London is living up to its promise.



A large amount of public money will be spent on the Olympics in any event. The recession strengthens the obligation not to waste money but, equally, we should not resort to false economies. The greatest waste of money would be to stage a six-week spectacular with nothing left to show for it. The financial crisis is more reason than ever to ensure that London is left with an inheritance of jobs, training, infrastructure, environmental improvements, culture and sports.

This report assesses the degree of progress in each area and our findings are mixed, with genuine achievement in some areas and lack of progress in others. We have looked at each of the five legacy promises made by the former Mayor, and subsequently adopted by the current Mayor, and have awarded each a gold, silver or bronze ranking according to the achievements made so far.

The breathtaking transformation of one of the most deprived areas of this city, which has been neglected for over 100 years, into a new Olympic Park is the great success story so far and is awarded 'gold'. However, we still have serious concerns about the long-term viability of the park and venues, and have awarded that aspect a 'bronze'.

There are some very real opportunities on offer, and it is not too late to meet them, but the issues we raise in this report must be addressed now. We have three years to go before the 2012 Games. During this time, the Committee will maintain its rigorous scrutiny, to ensure that the Games leave a lasting and worthwhile legacy for future generations.

A handwritten signature in black ink, which reads "Dee Rowley". The signature is written in a cursive, flowing style.

Executive Summary

Legacy...that which is handed down from the past

This report makes an early assessment of the steps being taken to meet the Mayor's five legacy commitments for the London 2012 Olympic and Paralympic Games. It draws on work undertaken within the Assembly over the past year and work that is ongoing in our committees.

...Progress towards creating a lasting legacy for London from the 2012 Games is mixed.

Our report finds that progress towards creating a lasting legacy for London from the 2012 Games is mixed. The achievement of transforming the industrial land at the Olympic Park site has been breathtaking, but we have a number of concerns as to how the future viability of the park will be secured. Significant efforts are being made to support Londoners in securing access to skill and job opportunities arising from the Games but the real benefits to local people are modest. Innovative work on-site should deliver a "sustainable Games" but much still needs to be done on the ground to boost sports participation and to prepare an effective tourism strategy for 2012. Furthermore, after London won the right to host the Games, Lord Coe promised that in delivering the 2012 Paralympic Games London 'would set new standards for services, facilities and opportunities for people with a disability'. We have not seen any evidence to suggest that this promise will be met. London 2012 partners should re-double their efforts to deliver on this vision.

The greatest prize is that of using the Games as a catalyst for profound change in a swathe of London that has historically suffered from significant levels of neglect and deprivation. The ambition is to use a vast decontaminated site and a series of empty buildings as a spur to deliver new vibrant communities and to shift 'London's centre of gravity eastwards'. These communities will need to be integrated with existing neighbourhoods, with quality housing built to the highest environmental standards, providing comfortable, affordable accommodation, with new education facilities, health centres and employment and retail districts. The challenges are immense but the opportunities real. Will we see the emergence of a new media/film hub based at the Media Centre? Will waste and renewable technology businesses prosper in a new 'Green Enterprise Zone'?¹ Will we see new university institutes for media or sports science?² That work has only just begun.

¹ A new plan for London – Proposals for the Mayor's London Plan, p53

² Proposition for a Centre for Research and Learning on the Olympic Park, Mayor of London, April 2009

1 Background

- 1.1 It has become a hackneyed cliché that it was the promise of a lasting legacy of urban and social regeneration that won the bid for the 2012 Olympic and Paralympics Games for London. But it is the case that some months before the final vote in July 2005 the International Olympic Committee (IOC) recognised the 'significant' sporting and social legacy of London's plans for the East End of the city. Following the bid-winning announcement, London 2012 leaders continue to assert that legacy was built into the bid and that legacy is being 'mainstreamed' through every decision they take.
- 1.2 Following the decision to appoint London as host city for the 2012 Games national and regional government began to refine the legacy aspirations set out in the bid documentation that went to the IOC. Five national legacy commitments³, mirrored in five corresponding London commitments, were set out in January 2008
- 1.3 London's five legacy commitments were set out by then Mayor Livingstone in January 2008 and have been subsequently endorsed by Mayor Johnson.⁴ They are to:
- increase opportunities for Londoners to become involved in sport
 - ensure Londoners benefit from new jobs, businesses and volunteering opportunities
 - transform the heart of east London
 - deliver a sustainable Games and developing sustainable communities
 - showcase London as a diverse, creative and welcoming city.
- 1.4 These commitments are to be met through a series of objectives given to partner bodies such as the London Development Agency (LDA), London Councils, Visit London and Sport England as detailed in an appendix to the January 2008 document. At the moment it is not clear to what extent Mayor Johnson has adopted these objectives or will set out alternative ones through forthcoming action plans or legacy documents.
- 1.5 Our report draws together previous and ongoing Assembly work to make an initial assessment of the steps being taken to deliver a lasting

³ The legacy promises and the action plans that lay behind them are discussed in detail in "Before, during and after: making the most of the London 2012 Games", published by the Department for Culture, Media and Sport, June 2008.

⁴ Mayor's Questions 17 July 2008 (Q. 1102/2008)

Our role is to provide an overview of the progress that is being made to meet the legacy commitments, to provide an assessment of the direction of travel.

legacy for London across the five main areas targeted by central and regional government. The assessment is based on what work we understand to be taking place across the legacy commitments and this is set within the comparative context of what we understand to have been delivered at previous Summer Games, as set out in our report 'A Lasting Legacy for London?' published in May 2007⁵.

- 1.6 Our report assumes that the £9.325 billion funding package for the Games will remain unchanged. The delivery of a £9.325 billion regeneration project and global sporting event is an area of public delivery that, quite naturally, attracts intense public and media scrutiny. It is also an area where there are regular press releases from the different tiers of government that seek to highlight 'activity' that is leading to or will lead to a positive legacy for those who live closest to the Olympic Park, those who live across London more generally and indeed nationally too. Our role is to provide an overview of the progress that is being made to meet the legacy commitments, to provide an assessment of the direction of travel.
- 1.7 Over the next three years there will be, inevitably, pressures to 'just get the job done', to build the venues and put on the show, but our objective is to ensure that London 2012 delivers not just a successful Games but the lasting legacy Londoners were promised back in 2005. It is important to remember that the £9.325 billion budget for the Games will make the land fit to build on and leave a number of new venues. However, what happens afterwards and how those new buildings will operate and be maintained has still to be decided. Responsibility for building financially viable ongoing concerns will be central to the role of the newly established Legacy Delivery Company.⁶ There is still a long way to go to make the Olympic Park and its surroundings the new dynamic environment the planners are promising local residents.
- 1.8 Our report marks progress towards delivering the five Mayoral commitments on the basis of the award of a bronze, silver or gold ranking. Bronze means that plans have been drawn up but progress is limited, silver means that plans have been drawn up and some progress has been made but uncertainty remains as to whether the commitment will be met, gold that plans have been drawn up, progress is well underway and there is a strong likelihood that the commitment will be met.

⁵ The report, based on commissioned research from the University of East London which reviewed the legacy achievements of the previous four Summer Olympic and Paralympic Games (pre-Beijing), is available at <http://www.london.gov.uk/assembly/reports/econsd/lasting-legacy-summary.pdf>

⁶ In January 2009, the Mayor and the Government agreed to establish a dedicated London 2012 legacy delivery company to plan and maximise the opportunities available from this huge area of public sector land

2 Sports participation

The Mayor sets early foundations to meet the challenge to boost sports participation (progress ranking: silver)

- 2.1 In the Assembly's report, 'A Lasting Legacy for London?' we noted that though some commentators argued that getting more people engaged with sports was a 'really easy win'⁷, available evidence found only a short term increase in sports participation following the Games, and that finding was 'ambiguous'. Furthermore, the Assembly's report noted, 'there is no robust evidence of a link between periodic international successes and significant and enduring uptake of sport'. The report therefore argued that it would be 'very challenging' for London to deliver a lasting legacy in sports participation.
- 2.2 Recent survey findings serve to underline the real difficulties of making progress with this indicator of legacy success. Sport England carries out the 'Active people' survey to capture sports participation levels across the UK and in individual regions. In December 2008, it released 'Active people survey 2', showing that the total of over 16s in London participating in sport at least three times a week had not grown significantly between 2005/06 and 2007/08, remaining at around 16.6 per cent overall and dropping to 14.5 per cent or less in east London boroughs adjacent to the Olympic Park.⁸
- 2.3 The previous Mayor reported that he was working with partners to increase the number of Londoners participating in sport by 275,000 by 2012. With participation rates slipping back, the present Mayor announced, in February 2009, that he had directed the London Development Agency to allocate £15.5 million from its budget over three years to underpin the necessary investment in grassroots sport.
- 2.4 In recent discussions with Kate Hoey, MP the Mayor's Sports Commissioner, the committee heard that there are various barriers to achieving a 2012 sporting legacy including: no statutory Mayoral powers over sport; poor sports infrastructure in some places; recent decrease in Londoners' sports participation rate and very low participation rates in east London; increasing health problems eg rising obesity; and multiple stakeholders involved in sport. Ms Hoey argued that to increase participation in sport it is necessary to increase the supply side (eg more facilities, coaches etc) and reduce the barriers (eg too little time, high costs, need for transport and poor access).
- 2.5 Boosting sports participation amongst people with disabilities must also be a legacy objective. In response to the Assembly's 2006 report

Creating venues will not, in and of itself, be enough.

⁷ Assembly Plenary (February 2007) Waltham Forest leader Cllr Clyde Loakes
<http://www.london.gov.uk/assembly/assemmtgs/2007/plenaryfeb15/minutes/mins-app1.pdf>

⁸ Further details at: http://www.sportengland.org/one_million_fact_sheet-2.pdf

‘A sporting legacy for people with disabilities’⁹ Mayor Livingstone published the ‘Inclusive and Active Action Plan’¹⁰ that set out the ‘aim of a one per cent increase in regular participation by disabled people in sport and physical activity each year for the next five years. This is a demanding target, equivalent to an additional 8,000-9,000 disabled people participating each year or 40,000-45,000 between now and 2012.’ It gave previous performance, based on Sport England’s ‘Active people’ survey in 2006, as nine per cent of Londoners aged 16 years with a limited disability participating in sport at least three times a week. In a recent Mayor’s Question Time¹¹ Mayor Johnson confirmed that he ‘remains committed to the objectives set out in Inclusive and Active’.

Conclusion

The Mayor’s Legacy Plan for Sport¹² lists a number of local initiatives being taken by sports providers, local authorities and other partners. It promises to use ring-fenced funding (plus match funding) to promote such projects that will increase participation in sport and physical activity including less traditional sporting activities such as dance, skateboarding and BMX. Ensuring the right facilities are available can have a significant impact on the likelihood of people participating in physical activity. As our recent investigation into the number of swimming pools in the capital showed, provision can be patchy, so we particularly welcome the priority the Mayor will give to producing a facilities strategy for London.¹³ Our submission to the Mayor stressed the importance of being able to ‘identify gaps in provision and infrastructure and [the need for] actions to address these gaps’. The committee welcomes the impetus this plan should bring.

However, we would sound a note of caution.

- We are concerned at the absence of a theoretical framework and detailed comparative work as to how sports participation can actually be increased by harnessing the marketing power of hosting an Olympic and Paralympic Games. Creating venues will not, in and of itself, be enough. There are clearly lessons to be learnt from Barcelona where sporting participation rates (physical or sporting activity once a week) rose from 36 per cent in 1983 to 51 per cent in 1995. There was also a significant change in the participation rates of women in sport; up from 35 per cent in 1989 to 45 per

⁹ <http://www.london.gov.uk/assembly/reports/culture/disability-sport.pdf>

¹⁰ http://www.sportengland.org/inclusive_and_active.pdf

¹¹ Mayor’s Question Time 25 March 2009 (Q. 686/2009)

¹² <http://www.london.gov.uk/mayor/publications/2009/docs/sporting-future-2009.pdf>

¹³ We particularly welcome the early commitment of the Lee Valley Regional Park Authority, which owns 20 per cent of the Olympic Park, which have agreed to take over responsibility for the management and maintenance of the Olympic Park’s Velo Park.

cent in 1995.¹⁴ A combination of factors will be needed to boost sports participation rates including access issues but also changing fashions, the arrival of new sports and spaces for activities such as jogging and walking. **We recommend that this work should be developed expeditiously.**

- The government's free swimming offer (see box overleaf) is an important first step in promoting and broadening access to a particular sporting activity. This should be built on. **We recommend that the Mayor should be prepared to look at the promotion of a 'SportsOyster' card which could give residents free or discounted access to a variety of activities for them to try and develop as their interest grows.**
- In our report on **the 2012 sporting legacy for people with disabilities**¹⁵, the committee found that access to sport for children with special needs remains disgracefully neglected. They are often sidelined from sports provision in mainstream schools. An inadequate and uncoordinated transport system prevents people with disabilities of all ages from taking part in physical activity. And the absence of a clear pathway to the highest levels of international competition means fledgling talent is often lost before it can flourish.
- The London Games must provide the impetus for change. In order to honour the promises made in London's bid, young athletes with disabilities from every borough of London should be representing their country in 2012. And non-elite athletes with disabilities should not be left out but able to enjoy lasting access to a full range of facilities in which to take part in the sport or physical activity of their choice. Unfortunately the Mayor's plan does little to make this vision a reality.¹⁶ **We recommend that it should.**

¹⁴ Quoted from Truno (1995) Barcelona: City of Sport in "A Lasting Legacy for London?" page 57

¹⁵ <http://www.london.gov.uk/assembly/reports/culture/disability-sport.pdf>

¹⁶ We note that the 'Get Active London' project (formerly known as the Active London Web Portal) which aims to create a one-stop online resource of sport and physical activity opportunities in London is still in the design and development stage.

The government's free swimming offer

On 6 June 2008, the government launched a new national £140 million fund to boost sport and fitness through free swimming for the over 60s and under 16s as part of the government's plan to ensure a lasting sporting legacy. The £140 million fund is available to local authorities from 2009/10 for two years. Of that, £80 million is available as resource funding and £60 million is available as a capital fund to help rejuvenate and maintain existing swimming pools.

The free swimming programme was launched on 1 April 2009. In London, 24 boroughs are offering free swimming for both groups, while seven of the 32 boroughs are just offering free swimming for those over 60 (Barnet, Croydon, Hammersmith & Fulham, Hillingdon, Hounslow, Richmond upon Thames, Sutton). Westminster and Bromley are not participating in the scheme, though Westminster does have a comparable offer for local residents.

Whilst most boroughs have responded positively to the proposal there have been a number of potential issues from the blanket application of a free swimming proposal.

There is particular concern that the government's decision to base allocation of funding on population figures rather than the number of pools will potentially make it difficult for some boroughs. The concern is that those boroughs that have a number of pools will have to stretch their funding allocation (to cover usage by children coming in to swim from neighbouring boroughs without pools) making it more likely that there will be a funding gap.

There is also concern that where investment in leisure pools has taken place the government offer will not adequately cover the marginal cost of each new swimmer. The inability to forecast how many young people will come forward to take advantage of the offer and hence what that will mean for borough funding levels is also challenging for the boroughs

3 Employment and skills

Intensive efforts under way to boost local skill and employment levels (progress ranking: silver for effort, but bronze for the modest outcomes achieved for local people)

- 3.1 The holy grail of 'mega event' led-regeneration programmes is a new dynamic of skills and employment creation. Thus, the objective of staging such events as the World Cup or the Olympic and Paralympic Games is to create a more highly skilled local labour force and an expansion in employment opportunities which boost the city's economic capacity and, in the long-run, gross value added. This would come about as the global exposure for the city leads to new foreign direct investment and a step increase in tourist arrivals, and also from the post-Games use of the new venues, which increases demands for new skills and job opportunities. So, for example, looking at the benefits of the 2002 Commonwealth Games the conversion of the main stadium and its surrounds into Manchester SportCity has generated small numbers of jobs in new areas such as sports training, nutrition and physiotherapy as well as in maintenance and administration.
- 3.2 The Assembly's 2007 research found that the Olympic host cities 'struggled to achieve a sustainable employment legacy. Although employment growth was marked in the pre-Games phase, the longer-term legacy has been mixed'. Likewise for the skills legacy, our research found that 'evidence of a broad improvement of the skills' base in the four host cities' labour market is limited.' Our report classified the prospect of creating a lasting legacy in employment and skills as 'very challenging'.
- 3.3 The legacy commitment is for 50,000 new jobs in the Lower Lea Valley and a reduction of 70,000 in the number of those without work in London, albeit there is no defined timescale. Much of the current work on skills development and employment brokering is rightly focused on construction and related work. These jobs will provide high quality skills and expertise that the employee can take across London and into different sites. However, the overall skills strategy has to look at a variety of other sectors where jobs will be generated beyond 2012 in the new local communities and in Stratford City itself. In this there is a particular role for the London Organising Committee of the Olympic and Paralympic Games (LOCOG¹⁷). Some estimates put the LOCOG Games-time paid workforce at over 3,000 with a total contract workforce of 100,000 in diverse fields such as hospitality and catering, security, information and communications technology, management services, materials management and transport¹⁸. It is in these fields

...The overall skills strategy has to look at a variety of other sectors where jobs will be generated beyond 2012 in the new local communities and in Stratford City itself.

¹⁷ <http://www.london-2012.co.uk/LOCOG/>

¹⁸ The Commission for A Sustainable London 2012: A clear run to employment (January 2009), p. 21

that job brokerage with local communities has the potential to yield real and lasting impact and to attract a diverse range of applicants.

3.4 In the short term up to 2012, the Olympic Delivery Authority (ODA)¹⁹ is committed, through its 'Employment and Skills Strategy – Job, Skills, Futures' to meet the following five key objectives to measure the success of the strategy:

- to fill 100 per cent of jobs stemming from London 2012 construction
- to aim for the Olympic Park construction workforce to be comprised of at least between 10 and 15 per cent of people from the host boroughs
- to get at least 2,000 people from trainee apprenticeships and work placements (up to 2012) at the Olympic Park and other venues that the ODA is working on or building
- to aim for people who were previously unemployed before working on London 2012 construction to make up seven per cent of the workforce; and
- to see their strategy adopted as best practice by industry, partners and regeneration agencies.

3.5 The LDA reports that employment at the three sites (Olympic Park, Olympic Village and Stratford City) is expected to peak at the end of 2009 to mid 2010 with an estimated 15,000 people employed in total. In addition to employment at the Olympic Park, the LDA has reported that 700 people are employed at the Olympic Village (20 per cent from the five host boroughs) and 800 people are employed at Stratford City (15 per cent from the five host boroughs). In its most recent update, the ODA states that the proportion of the Olympic Park workforce²⁰ from the five host boroughs exceeds the ODA's target of 15 per cent and that around one-third of the workforce are from London. The most recent information provided by the LDA/ODA is summarised in the table below. It should also be noted that 400 people graduated from the Construction College of East London since February 2008, of which 203 found employment on the park site.

Table 1: Workforce breakdowns: Location and previously unemployed

¹⁹ <http://www.london-2012.co.uk/ODA/>

²⁰ This is the contractor workforce defined as any worker employed for five days or more by Tier One contractors or any of their subcontracting organisations. It does not include people working for the ODA or CLM (see Employment and Skills Update, ODA, January 2009)

Date of LDA update	Total workforce on Olympic Park	Number of workforce from host boroughs (<i>Target: 15%</i>)	Of those from host boroughs, number previously unemployed	Number of workforce from rest of London	Number previously unemployed as proportion of total workforce	Number of workforce for whom no information available
June 2007	853	225 (26%)	Not reported	278 (33%)	Not reported	Not reported
January 2008	1896	359 (19%)	Not reported	630 (33%)	Not reported	186 (10%)
April 2008	2786	451 (18%)	96 (21%)	873 (31%)	103 (12%)	360 (13%)
January 2009	3315	751 (23%)	128 (17%)	1131 (34%)	252 (9%)	Not reported
April ²¹ 2009	4,101	826 (20%)	112 (14%)	1351 (33%)	262 (9%)	Not reported

3.6 In each of its written updates since 2007, the ODA has reported a similar proportion of the Olympic Park workforce from BAME communities (around 17 per cent) and a similar proportion disabled (around one per cent) – see table 2 below. However, between January 2009 and April 2009 the proportion of workers from BAME groups has dropped from 17 per cent to 13 per cent of the workforce. The number of women working on the Olympic Park has risen to its highest level since January 2008, but the proportion stays at five per cent. These are disappointing outturns given the amount of resource that has been directed toward these objectives. The ODA must ensure that there are no further declines in the proportion of these target groups being employed on site and press the sub-contractors further to reach new highs by the end of 2009.

Table 2: Workforce breakdowns: target groups

Date of update	Number of BAME (% of workforce)	Number of women (% of workforce)	Number of disabled (% of workforce)
June 2007	Not reported	Not reported	Not reported
January 2008	318 (17%)	147 (8%)	17 (1%)
April 2008	432 (16%)	216 (8%)	30 (1%)
January 2009	561 (17%)	165 (5%)	26 (1%)
April 2009 ²²	536 (13%)	217 (5%)	28 (1%)

²¹ These data are taken from the ODA's jobs, skills, futures April 2009 update

²² Op.cit.

- 3.7 Some commentators argue that the use of residency criteria as proof of being a local citizen means that a site worker based abroad but lodging at a permanent postcode address in one of the host boroughs could be classed as a 'local'. We would urge the ODA to re-double its efforts to ensure that the legacy promise of boosting the skills and employability of the local population is delivered, despite the pressures to 'get the job done'. To this end the ODA need to consider what better outcome measures they should use to demonstrate local participation in the jobs created on site; would it be possible, for example, to use the electoral list (which gives some sense of longevity in the local area) as part of the monitoring measures?
- 3.8 In January 2009, the Commission for a Sustainable London published a detailed assessment of skills, employment and business capacity across London 2012.²³ It sets out the complex network of relationships between the LDA, ODA, Jobcentre Plus and the host boroughs that are involved with preparing and presenting local people for vacancies that arise on site. It found the local employment outcomes to be 'very encouraging' but raised concerns that the recession could reduce the number of vacancies delivered to the job brokerage schemes as contractors grow their core workforces.²⁴ Following a mystery shopping exercise designed to better understand how a client might view what is a complex series of interlocking programmes, the commission called for more to be done to provide people with an easy route into the Olympic opportunities.²⁵ We support that call.

²³ The Commission for a Sustainable London 2012 "A clear run to employment..." A review of Skills, Employment and Business Capacity. January 2009

²⁴ Op. cit. page 17

²⁵ Op.cit. page 50

private sector investment. According to planning press reports, the LMF is being reviewed by the current chair and chief executive.³²

- 3.12 Hackney Wick East is the site of the International Broadcasting Centre/Main Press Centre (IBC/MPC). In legacy use it was originally expected to generate 8,000 new jobs in creative industries, becoming home to television, film and new media companies. Using HM Treasury methodology the number of jobs expected to be generated from a project of this magnitude is derived from a formula based on the floorspace of the building. As the size of the IBC/MPC has been reduced by around ten per cent the expected number of jobs has now been reduced to 7,200.

The International Broadcast Centre and Main Press Centre (IBC/MPC) will provide 24 hour, state of the art facilities during Games time to the 20,000 international and domestic accredited broadcasters, wire services, print journalists and photographers. Originally conceived at 120,000 square metres, in legacy mode the master planners claim that the buildings 'will offer a significant business opportunity for users, investors, developers and other organisations, creating up to 8,000 new jobs'. The original £385 million Igloo-Carillion development, which was to be privately financed, has been scaled back and re-costed at £355 million. It will now be fully funded by the public sector. Carillion will still build the scheme as contractor.

The IBC/MPC are planned to be built as permanent structures with some temporary elements for the Games – no changes to the original bid commitments have been announced, although as yet no further information has been released related to the legacy plans. It had been variously talked of as a potential home for a major media group or a digital hub for a range of hi-tech businesses. Roadshows and engagement with possible future business tenants have just started and it is not yet clear whether or not the promise can be delivered.

The planning application for detailed design has been criticised by CABE (the government's Commission for Architecture and the Built Environment) as suffering from a 'paucity of imagination'. Hackney's Mayor has also criticised the plans as 'disappointing'. Mayor Johnson also criticised the plans, stating 'the design and appearance of the three components is disappointing, and I believe unlikely to maximise the area's regeneration potential or achieve the step change in ambition and quality that was expected from this element of the Olympic project'. Recent press report indicate that the ODA have responded to concerns and that CABE has welcomed the additional work and welcome the design changes as 'encouraging'. A revamped design was signed off by the Olympic Planning Committee on 24 June.

³² <http://www.building.co.uk/story.asp?sectioncode=29&storycode=3142505&c=0>

Apprenticeships at the Olympic Park

- 3.9 In January 2009, the ODA reported a total of 303 trainees, apprenticeships and work placements on the Olympic Park. Of these, 30 were apprentices or one per cent of all workers.²⁶ The ODA has reported that it is seeking to place at least 2,250 people into trainee, apprenticeship and work placements at the Olympic Park and Olympic Village by 2012. This includes 350 apprenticeships. Its action plan for apprenticeships is due in late spring 2009. The ODA is also committed to using its procurement processes to set a target of three per cent for apprentices in the future workforce of newly procured projects.
- 3.10 Recently the media has reported that unions have called on Olympic authorities to increase the number of apprentices. The construction union UCATT has criticised the ODA for being too slow to set up apprenticeships and claim that the numbers on this site fall below levels achieved elsewhere.²⁷ For example, Sir Michael Latham, Chairman of Construction Skills stated, 'for every 100 people on site in Scotland, there are seven apprentices'.²⁸ The ODA reject these criticisms. In 2006, the LDA published research on the 2012 employment and skills legacy which gave details of employment and skills activities at comparable large-scale construction projects in London (eg Wembley, Heathrow Terminal 5, Bluewater, Arsenal Emirates stadium, Greenwich Peninsula and Paddington Basin).²⁹ This provided some information on apprenticeships that could be used to benchmark the Olympic park apprenticeships. For example, 100 apprenticeships were offered per annum through the construction training site operating during Terminal 5.³⁰

Long-term 2012 employment and skills legacy

- 3.11 The recently published Legacy Masterplan Framework (LMF) for the Olympic Park includes some details of future employment opportunities. It reports that there is potential to create 9,000-10,000 new jobs across a range of sectors, even before the jobs created by the wider evolution of the area around the Olympic Park are considered. The LMF shows the proposed employment space to be created in the overall Olympic Park site (divided into six neighbourhoods), with the bulk in Hackney Wick East (65,000-67,000m²) and Pudding Mill (59,000 – 64,000m²).³¹ For now the architects' brochures can offer but a stylised vision of life in the years after 2012. The aspirations are noble but what will make these plans a reality are sustained political drive, determination and swathes of new

The committee welcomes the intensive effort that the LDA and ODA are undertaking to develop the employment and skills legacy for local residents from preparation work for hosting the Games.

²⁶ ODA press release 16 January "London 2012 reaches the halfway point"

²⁷ See <http://www.cnplus.co.uk/news/ucatt-hits-out-at-number-oda-apprenticeships/1982583.article>

²⁸ UCATT Conference, Perth, Scotland, May 2008

²⁹ '2012 employment and skills legacy', Experian Business Strategies on behalf of the LDA and Learning & Skills Council, 2006 [link to report](#)

³⁰ See Annex F (page 32) to Experian Business Strategies report (link to Annex F)

³¹ 'People and Places: a framework for consultation' summary, February –March 2009, LDA page 12

3.13 In its recent written update the LDA has provided more information on current work to secure the long-term employment and skills legacy, led by the London Employment & Skills Taskforce for 2012 (LEST). Between April 2008 and January 2009, the five host boroughs (with LDA resources) provided employment support to approximately 2,500 local residents, which secured jobs for 665 people. Around 875 Londoners had participated in the Personal Best volunteering programme of which 14 per cent had progressed into employment, 33 per cent had progressed into further learning and 24 per cent to do more volunteering.

Conclusion

The committee welcomes the intensive effort that the LDA and ODA are undertaking to develop the employment and skills legacy for local residents from preparation work for hosting the Games. We congratulate the ODA on meeting its own targets but question whether the targets are sufficiently challenging.

We would therefore welcome:

- additional benchmarking against other large construction projects so that we can get as many local people and young apprentices as possible benefiting from hosting the Games
- a more detailed breakdown of the numbers on site who are trainees, apprentices or work placements rather than these numbers being provided in one total
- the ODA must ensure that there are no further declines in the proportion of target equality groups being employed on site and that further progress is made to reach new highs; and
- a clear sign as to what levels of support the LDA will be able to provide local people after such an intensive period of involvement ends in 2012.

Evidence from previous Summer Games is that the substantial gains in temporary employment will go into reverse after the Games and that any permanent employment legacy is likely to be modest. Post-Games evaluation studies in Sydney indicate that around 2,500 permanent jobs were created by inward investment and from company relocations. The next step is for the LDA to build quickly on the work focused on the Park site to develop a broader skills strategy that will support service provision across the skill spectrum from security jobs, to hospitality, waste management, event management to media and

IT-based employment. Such is the true potential for the Games to generate a substantial boost in the employability levels of local people.

Furthermore, the strategy then needs to link into the development plans for Stratford City and the recently announced proposals for new higher education facilities and the 'Green Enterprise Zone' that has been flagged up in the Mayor's Initial Proposals for a full review of the London Plan.

We welcome the commitment to a long-term goal of embedding relevant skills that could deliver short-term jobs during Olympics in the local workforce and so boost long-term career prospects. The challenge is acute as unemployment has increased in the five host boroughs since last summer, so the LDA and ODA's good work is likely to be drowned out by the broader UK recession. However, the benefit of public sector funded construction jobs at this point in the economic cycle should not be discounted.

4 Transforming the heart of east London

Breathtaking achievement to transform contaminated site into a public park by 2012 (progress ranking: gold), but serious concerns remain over long-term viability of the Park (post 2012 progress ranking: bronze)

- 4.1 The Assembly's 2007 research found that, with the exception of Atlanta, urban renewal has been 'one of the strongest elements of the Games' legacy'. The four components in the legacy plan to transform this part of east London are parkland, facilities, transport improvements and new homes and communities. The plans are necessarily ambitious; the largest new public park for 100 years, world-class sporting venues, expanded transport capacity and tens of thousands of new homes, many available within months of the closing ceremonies.
- 4.2 Progress in this area has been impressive. Two billion pounds has been invested in the regeneration of the site and a further £1 billion has been invested in transport improvements. The clean up of contaminated soil on the 2.5 sq km site is nearly complete, the underground power lines are live and the 52 overhead pylons that blight the area are coming down. The stadium is now taking shape. Foundations have gone in for the Aquatics Centre and the construction of the village has begun. Construction of the new DLR platforms at Stratford International has begun and with the opening of the Woolwich station this will complete an important north-south link to the park.
- 4.3 Equally significant has been the evolution of 'Stratford City'. Billed as 'the most ambitious urban development within the M25' it covers 73 hectares of largely derelict land which will over the next 15 years see the creation of 'a new £4 bn (privately funded) metropolitan centre in east London, with more than 100 shops, three big department stores, cafés, schools, hotels, parks and health centres'. The proposals include a new commercial district with new leisure facilities. The new urban district is anticipated to house some 11,000 residents and 30,000 workers. The Mayor has a role in articulating a vision for Stratford City; the role it will play in London's social and economic future and how it should be fully integrated with local neighbourhoods; sustaining and supporting them and not swamping them.

The Olympic Village

- 4.4 In the bid documents London 2012 states, 'the Olympic Village will become a landmark in urban regeneration and sustainability best practice. It will be a high quality mixed-use community... [and] serve as a catalyst... for delivering sustainable communities and affordable

Progress in this area has been impressive

homes to transform east London.’ As has been widely documented, the preparations for construction of the village have been fraught. What once was supposed to have been a private-financed development of 3,500 units has now become a public-funded scheme of some 2,800 units. After Lend Lease (the original preferred bidder) was unable to raise bank finance for the development, the government decided to draw down on part of its Olympic contingency fund. The cost of the village to the taxpayer will be around £1 billion. After the Games, current plans are that about one third of the apartments will be available as affordable housing.

- 4.5 Mixed tenure apartments often give rise to a number of management challenges and there are many examples of where such models have not worked successfully. It will be important to ensure that any such issues are dealt with effectively to ensure a successful housing legacy after the Games. The housing models that are developed after the Games will need to be carefully considered by the Legacy Development Company.

Beyond 2012

- 4.6 Looking beyond 2012, the proposals in the present Legacy Masterplan Framework include building 10,000 new homes in addition to those in the Olympic Village, three new primary schools, a secondary school and a sports academy in the Olympic Stadium. The plans promise the delivery of 10,000 new jobs on top of those to be provided at Stratford City, attracting media and other businesses to a new hub around the media and broadcast center in Hackney Wick as well as creating a new Olympic university. There are also plans for a National Skills Academy for sports and leisure industries as well as a centre for the English Institute of Sport.
- 4.7 The proposals relate to a series of new neighbourhoods:
- Stratford Waterfront – a distinctive waterfront location adjacent to Waterworks River and Stratford City
 - Olympic Quarter – a focus for sport, education and housing around the Main Stadium
 - Old Ford – a family housing area focused on the waterways of the Hackney Cut
 - Hackney Wick East – a learning, living and working neighbourhood
 - Stratford Village – a family neighbourhood area to the north of Stratford City

- Pudding Mill Lane – a mixed employment and housing area in a unique waterfront setting.

4.8 But these are in reality just aspirations. None of these developments have agreed funding or identified delivery partners. The only assured legacy is the cleaned-up landscape, the new transport infrastructure and the physical buildings that will remain after the Games. The soft legacy of communities, jobs and homes, shops and schools may not appear for many, many years after 2012.

4.9 The committee has a particular concern over the lack of a clear articulation of the links between the ‘hard’ legacy of venues and buildings and the ‘soft’ economic and social regeneration targets. If legacy tenants are not found before the Games how will a series of large empty buildings act as magnets for employment generation? There is further concern about the lack of clear sequencing of housing development and the community assets that will make the districts places where people will want to come and live.

4.10 Furthermore, it is unclear how, after 2012, momentum will be maintained to ensure that the masterplans are made a reality and that we don’t see partial development surrounded by empty wasteland. Recent coverage of the aftermath of the Athens Games is a sobering reminder of how state of the art venues can soon fall into disrepair and are unable to provide a catalyst for community development.

4.11 How these masterplans are integrated with developments in Stratford city or the Mayor’s proposals for a ‘Green Enterprise Zone’ will to some extent be addressed by the ‘Strategic Regeneration Framework’ that will steer the development of the social and economic development of this area of east London³³. It is going to be vital to ensure that planning decisions do not create arbitrary boundaries for the people who live in this part of London. Job opportunities, transport, education and health services will need to be easily accessible by people regardless of which bit of the new neighbourhoods they live in. There can be no ‘cliff-edges’ where planning policy and regeneration stops and those on the other side of a line on a map are neglected.

Conclusion

There is much to welcome in the work of the ODA and LDA in the transformation of the site. It has been a breathtaking feat of engineering and project management. It has progressed ahead of schedule and despite pressures of budget and timing the overall look

The committee has a particular concern over the lack of a clear articulation of the links between the ‘hard’ legacy of venues and buildings and the ‘soft’ economic and social regeneration targets.

³³ The Strategic Regeneration Framework (SRF) is being developed by the five Games host boroughs. It is due to be published in June 2009.

bring regular foot-fall into the park there will be serious doubts as to the future financial viability of the venue and hence attractiveness of the park site to business investment. Lord Coe has consistently supported keeping the stadium with an athletic track. However, it is far from clear that such a sporting venue will be able to host events that regularly attract the hundreds and thousands of spectators required in order for it to be financially viable. Without decisive action the stadium is in danger of becoming a white elephant. The iconic Chinese National Stadium, popularly known as the 'Bird's Nest', was the centrepiece of the Beijing Games. However, it has no anchor tenants and has become largely dependent upon the visits of Chinese and other tourists as a source of revenue.

5 Delivering a sustainable Games and developing sustainable communities

Re-doubled effort needed to ensure London delivers a 'sustainable games' (progress ranking: silver)

- 5.1 A vision for a sustainable London 2012 has been set out through the 'One Planet' Olympics' principles. They include zero carbon, zero waste, promoting health and wellbeing, sustainable water and sustainable transport. London 2012 is working toward these ambitions in delivering the Olympic and Paralympic Games and legacy.
- 5.2 The London Assembly's Environment Committee has examined London 2012's delivery of one aspect of sustainability: environmental sustainability.³⁴ The committee assessed how far the programmes and ways of working are reaching the 'One Planet' ambitions. In respect of legacy, the review found that commitments not relating directly to the built environment were mostly aspirational, or required further planning, for example, by developing a biodiversity action plan, or catalysing waste infrastructure in east London.
- 5.3 The Environment Committee plans to discuss environmental sustainability further with LOCOG and the LDA during 2009. This is likely to include the Legacy Master Plan coverage of energy, waste and green space and the setting of firm targets for the environment in Legacy mode. The Mayor recently confirmed that work is ongoing to produce a Carbon Management Strategy for legacy planning.³⁵
- 5.4 The Mayor has also confirmed that London 2012 is committed to sending no waste directly to landfill during the Games. Furthermore he stated that 'LOCOG, with support from the LDA, is currently in the final stages of work to understand the types and quantities of waste arising from the Games and the strategies that should be adopted for delivering on waste and resource management objectives. This work is examining both existing and planned management capacity within east and wider London for the management of this waste and any perceived deficiencies and opportunities this presents. The LDA is also examining needs for additional waste infrastructure emerging from the development of the Olympic Park in legacy.'³⁶
- 5.5 The Assembly has agreed unanimously that environmental and access standards are not appropriate targets for cost reduction and requested

³⁴ The Environment Committee's report: The Environmental sustainability of the L2012 Games can be found here <http://www.london.gov.uk/assembly/reports/environment/2012-sustainable-olympics.pdf>

³⁵ See Mayor's Question 594 – March 2009

³⁶ See Mayor's Question 595 – March 2009

of the park remains largely unchanged from what was promised. We welcome the early commitment of the Lee Valley Regional Park Authority, which owns 20 per cent of the Olympic Park, which has also agreed to take over responsibility for the management and maintenance of the Olympic Park's Velo Park.

However, in terms of taking the park's legacy forward beyond 2012 there has been rather slow progress in the establishment of the Legacy Delivery Company (LDC) that is tasked with providing the strategic leadership. Now that the Mayor has jointly appointed Baroness Ford as chair of the board and Andrew Altman as chief executive we look forward to swift announcements of other board members. It is vital that board members are able to command the support of local communities and they operate in a transparent fashion. We also anticipate prompt publication of the company's terms of reference and a statement of intent as to how it will integrate with the work of the five host boroughs. The committee has particular concerns that the body set up to manage the legacy has no dedicated budget.

The task for the LDC is significant; yet it will have neither planning powers nor control of the land and will have to negotiate with the five host boroughs and other stakeholders. We look forward to an early conversation with board members as to the principles they will operate under in terms of engaging with local communities, stimulating business interest and investment and ensuring that a range of sectors are able to 'piggy-back' on the interest generated by the Olympic and Paralympic Games. The LDC will need to articulate a framework for how they will begin to facilitate the creation of the 'soft' legacy benefits of jobs and environmental improvements from the 'hard' legacy of buildings and empty land.

The committee has a particular concern over:

- the lack of a clear articulation of the links between the 'hard' legacy of venues and buildings and the 'soft' economic and social regeneration targets
- the lack of legacy tenants
- the lack of clear sequencing of housing development and the community assets.

Despite the aspirations there is still no identified tenant to take over the management and maintenance of the Stadium post-Games. The Assembly has consistently expressed concern about the long-term future of the main stadium. For without a credible anchor tenant to

that the ODA consult the Assembly should these commitments be weakened or standards adversely affected.³⁷

- 5.6 In its 2008 annual review, the Commission for a Sustainable London 2012 (CSL)³⁸ produced a detailed overview of the sustainability of all aspects of the London 2012 programme. They concluded that there was 'no evidence to date that cost reduction has led to any compromise of the published sustainability standards'. While generally applauding the efforts of the ODA to negate the inevitable environmental impacts of the Games, the CSL highlighted a number of areas (for example eliminating the use of HFC refrigerates, developing organic waste facilities and finding an environmentally sound way of disposing of the plastic wrap that will be used to decorate the stadiums) where further steps were needed to ensure London 2012 deliver a truly sustainable Games.

Conclusion

There is much to welcome in the steps taken so far to ensure environmental sustainability is embedded in designs and procurement processes. We welcome the recent publication by London 2012 of its first sustainability guidelines for corporate and public events. The document contains information on ten aspects of events management, including choosing a venue, sourcing products and services and energy consumption. However, concerns have been raised that the carbon management strategy will come too late to influence key decisions around venue design, energy management and tourist strategy.

The Environment Committee's report 'On The Go Recycling' makes the case for the Games to be zero-waste by drawing on best practice currently being adopted at other event arenas such as Earls Court. Making the Games zero-waste will act as a catalyst for infrastructure investment to support recycling across east London. Now that the government has taken over full funding of the Athletes' Village there should be an ambition for the village to be the first instalment of a zero carbon Lee Valley.

³⁷ Assembly Plenary 8 October 2008

³⁸ The Commission for a Sustainable London 2012 has been established by the Olympic Board to fulfil its promise to deliver the "most sustainable Games ever" and for the sustainability of the London Games to be independently monitored. Details of its work can be found at: <http://www.cslondon.org/>

6 Tourism

The 2012 Tourism Action Plan is underdeveloped and overall vision is lacking: (progress ranking: bronze)

This re-positioning of a city, if successful, can lead to significant long-term economic benefits.

- 6.1 The Assembly's 2007 research³⁹ highlights the way host cities can use mega-events such as the Olympic and Paralympic Games to re-brand themselves through 'signalling' on a global scale. This re-positioning of a city, if successful, can lead to significant long-term economic benefits. So, Barcelona has become a popular short-haul European tourist destination (easily surpassing Madrid), Sydney helped promote itself and Australia to the previously under developed US tourist market and Beijing has sought to promote China as a modern, technologically advanced nation moving consumer sentiment away from past associations with poor quality production values.
- 6.2 The government's tourism strategy for 2012, published in September 2007, set out a number of aspirations including setting new tourism growth targets and increasing the proportion of quality accredited accommodation. These aspirations were mirrored in the previous Mayor's 2012 tourism objectives. The London Tourism Action Plan 2009–2013 is being consulted on at present, with the final version due for publication in July 2009. The draft plan sets out a vision that London will capitalise on the 2012 Games to position and enhance 'London' as a leading international tourism brand and that will utilise the 2012 Games to grow market share in China, India and Brazil. Key aspects of the plan include developing the quality of the visitor welcome, including the quality of visitor information, workforce development and accredited accommodation. There is a role for promoting the Cultural Olympiad as a draw for visitors and we would want to see this worked up more fully in the next iteration of the plan.
- 6.3 The committee discussed the action plan with the LDA and relevant experts at a meeting in May. Guests at the meeting expressed some concerns that, although tourism may be boosted in the long term by London's hosting of the Olympic games, tourists may be discouraged from visiting London during the period of the Games. We suggest that the LDA should explore ways of assuring potential visitors that the Games will not disrupt London's tourist attractions and infrastructure, and that the Olympic Park is promoted as an attraction. For instance, in the short-term the LDA could support Olympic-themed marketing aimed at tourists visiting London in this period before the Games, encouraging them to return during 2012. Furthermore, we would welcome a Mayoral commitment to ensure both minimum quality accommodation standards and fair prices.

³⁹ <http://www.london.gov.uk/assembly/reports/econsd/lasting-legacy-uel-research.pdf> (see for example page 39)

Conclusion

We welcome the publication of the draft Tourism strategy and the long-term vision that will use the 2012 Games as a springboard to greater success in drawing in tourists from across the globe. Many aspects of the plan, however, are underdeveloped. Budgetary implications are lacking, as are detailed milestones to success. There is concern that, given the experience of other cities that planned long in advance of actually staging the Games, we are missing the boat. For example when will there be signage at Heathrow Airport in support of London 2012?

We would anticipate greater detail being set out in the final version of the plan and clarity as to how exactly we are going to use the opportunity of staging the Games to brand or possibly re-brand London. We believe that London should be ambitious. It should position itself to be the global tourist destination for the next decade and beyond. But this vision should not just be decided top-down, but must be shared and shaped by all delivery partners and in particular by partner bodies working in the diverse communities that make London the world in one city.

7 Legacy momentum

The Assembly's assessment of previous legacy benefits from hosting previous summer Olympic and Paralympic Games highlighted the role of 'legacy momentum' to ensure that the host city would continue to reap the potential benefits of the Games after the likely post-Games downturn. In practical terms, this means building on knowledge gained through hosting the Games (by, for example, bidding for other significant sporting or cultural events) and maintaining investment levels in the park site to fine-tune the regeneration programme. This is a long-term process and some important steps have been taken in this regard.

The establishment of the Legacy Delivery Company, the publication of the Legacy Masterplan Framework, the proposed Strategic Regeneration Framework and the proposed Multi-Area Agreement are beginning to create the high-level infrastructure necessary to sustain legacy momentum beyond 2012. Alongside the necessary alignment of governance arrangements and the work that needs to take place to ensure that these bodies are accountable to the local populace and operate in an open and transparent fashion, there are key decisions to take in terms of how we reposition London both as an international investment and tourism destination and as the engine for UK growth. The Games can prove to be the catalyst for transforming the east end of London; successful regeneration will create new vibrant communities, opening up a range of employment opportunities and transforming the life chances of all who live in the area.

Our report has however, highlighted a number of areas where progress has been slower than perhaps originally envisaged. At the mid-way point between winning the bid and staging the Games it is worth pausing to reflect on what more can yet be done to ensure that Londoners will benefit from hosting this spectacular event. The Assembly will continue to monitor progress on a six monthly basis.

- In our report on **the 2012 sporting legacy for people with disabilities**⁴¹, the committee found that access to sport for children with special needs remains disgracefully neglected. They are often sidelined from sports provision in mainstream schools. An inadequate and uncoordinated transport system prevents people with disabilities of all ages from taking part in physical activity. And the absence of a clear pathway to the highest levels of international competition means fledgling talent is lost before it can flourish.
- The London Games must provide the impetus for change. In order to honour the promises made in London's bid, young athletes with disabilities from every borough of London will be representing their country in 2012. And non-elite athletes with disabilities should not be left out but able to enjoy lasting access to a full range of facilities in which to take part in the sport or physical activity of their choice. Unfortunately the Mayor's plan does little to make this vision a reality. **We recommend that it should.**

Commitment 2: Employment and Skills

Intensive efforts under way to boost local skill and employment levels (progress ranking: silver for effort, but bronze for the modest outcomes achieved for local people)

The committee welcomes the intensive effort that the LDA and ODA are undertaking to develop the employment and skills legacy for local residents from preparation work for hosting the Games. We congratulate the ODA on meeting its own targets but question whether the targets are sufficiently challenging.

We would therefore welcome:

- additional benchmarking against other large construction projects so that we can get as many local people and young apprentices as possible benefiting from hosting the Games
- a more detailed breakdown of the numbers on site who are trainees, apprentices or work placements rather than these numbers being provided in one total
- the ODA must ensure that there are no further declines in the proportion of target equality groups being employed on site and that further progress is made to reach new highs; and

⁴¹ <http://www.london.gov.uk/assembly/reports/culture/disability-sport.pdf>

SUMMARY

Progress Towards Meeting the Legacy Commitments

Commitment 1: Sports participation

The Mayor sets early foundations to meet the challenge to boost sports participation (progress ranking: silver)

The Mayor's Legacy Plan for Sport lists a number of local initiatives being taken by sports providers, local authorities and other partners. It promises to use ring-fenced funding (plus match funding) to promote such projects that will increase participation in sport and physical activity including less traditional sporting activities such as dance, skateboarding and BMX. Ensuring the right facilities are available can have a significant impact on the likelihood of people participating in physical activity. As our recent investigation into the number of swimming pools in the capital showed, provision can be patchy, so we particularly welcome the priority the Mayor will give to producing a facilities strategy for London. Our submission to the Mayor stressed the importance of being able to 'identify gaps in provision and infrastructure and [the need for] actions to address these gaps'. The committee welcomes the impetus this plan should bring.

However, we would sound a note of caution.

- We are concerned at the lack of the absence of a theoretical framework and detailed comparative work as to how sports participation can actually be increased by harnessing the marketing power of hosting an Olympic and Paralympic Games. Creating venues will not in and of itself be enough. There are clearly lessons to be learnt from Barcelona where sporting participation rates (physical or sporting activity once a week) rose from 36 per cent in 1983 to 51 per cent in 1995. There was also a significant change in the participation rates of women in sport; up from 35 per cent in 1989 to 45 per cent in 1995.⁴⁰ A combination of factors will be needed to boost sports participation rates including access issues but also changing fashions, the arrival of new sports and spaces for activities such as jogging and walking. **We recommend that this work should be developed expeditiously.**
- The government's free swimming offer (see box on page 14) is an important first step in promoting and broadening access to a particular sporting activity. This should be built on. **We recommend that the Mayor should be prepared to look at the promotion of a 'SportsOyster' card which could give residents free or discounted access to a variety of activities for them to try and develop as their interest grows.**

⁴⁰ Quoted from Truno (1995) Barcelona: City of Sport in "A Lasting Legacy for London?" page 57

- a clear sign as to what levels of support the LDA will be able to provide local people after such an intensive period of involvement ends in 2012.

Evidence from previous Summer Games is that the substantial gains in temporary employment will go into reverse after the Games and that any permanent employment legacy is likely to be modest. Post-Games evaluation studies in Sydney indicate that around 2,500 permanent jobs were created by inward investment and from company relocations. The next step is to build quickly on the work of the ODA to develop a broader skills strategy that will support service provision across the skill spectrum from security jobs, to hospitality, waste management, event management to media and IT-based employment. Such is the true potential for the Games to generate a substantial boost in the employability levels of local people.

Furthermore, the strategy then needs to link into the development plans for Stratford City and the recently announced proposals for new higher education facilities and the 'Green Enterprise Zone' that has been flagged up in the Mayor's Initial Proposals for a full review of the London Plan.

We welcome the commitment to a long-term goal of embedding relevant skills that could deliver short-term jobs during Olympics in the local workforce and so boost long-term career prospects. The challenge is acute, as unemployment has increased in the five host boroughs since last summer, so the LDA and ODA's good work is likely to be drowned out by the broader UK recession. However, the benefit of public sector funded construction jobs at this point in the economic cycle should not be discounted.

Commitment 3: Transforming the heart of east London

Breathtaking achievement to transform contaminated site into a public park by 2012 (progress ranking: gold), but serious concerns remain over long-term viability of the park (post 2012 progress ranking: bronze)

There is much to welcome in the work of the ODA and LDA in the transformation of the site. It has been a breathtaking feat of engineering and project management. It has progressed ahead of schedule and despite pressures of budget and timing the overall look of the park remains unchanged from what was promised. We welcome the early commitment of the Lee Valley Regional Park Authority, which owns 20 per cent of the Olympic Park, which have also agreed to take over responsibility for the management and maintenance of the Olympic Park's Velo Park.

However, in terms of taking the park's legacy forward beyond 2012 there has been rather slow progress in the establishment of the Legacy Delivery Company (LDC) that is tasked with providing the strategic leadership. Now that the Mayor has jointly appointed Baroness Ford as chair of the board and Andrew Altman as chief executive we look forward to swift announcements of other board members. It is vital that board members are able to command the support of local communities, and that they operate in a transparent fashion. We also anticipate prompt publication of the company's terms of reference and a statement of intent as to how it will integrate with the work of the five host boroughs. The committee has particular concerns that the body set up to manage the legacy has no dedicated budget.

The task for the LDC is significant; it will have neither planning powers nor control of the land and will have to negotiate with the five host boroughs and other stakeholders. We look forward to an early conversation with board members as to the principles they will operate under in terms of engaging with local communities, stimulating business interest and investment and ensuring that a range of sectors are able to 'piggy-back' on the interest generated by the Olympic and Paralympic Games. The LDC will need to articulate a framework for how they will begin to facilitate the creation of the 'soft' legacy benefits of jobs and environmental improvements from the 'hard' legacy of buildings and empty land.

The committee has a particular concern over:

- the lack of a clear articulation of the links between the 'hard' legacy of venues and buildings and the 'soft' economic and social regeneration targets
- the lack of legacy tenants
- the lack of clear sequencing of housing development and the community assets.

Despite the aspirations there is still no identified tenant to take over the management and maintenance of the Stadium post-Games. The Assembly has consistently expressed concern about the long-term future of the main stadium. For without a credible anchor tenant to bring regular foot-fall into the park there will be serious doubts as to the future financial viability of the venue and hence attractiveness of the park site to business investment. Lord Coe has consistently supported keeping the stadium with an athletic track. However, it is far from clear that such a sporting venue will be able to host events that regularly attract the hundreds and thousands of spectators required in order for it to be financially viable. Without decisive action the stadium is in danger of becoming a white elephant. The iconic Chinese National Stadium, popularly known as the 'Bird's Nest', was the centrepiece of the Beijing Games. However, it has no anchor tenants and has become largely dependent upon the visits of Chinese and other tourists as a source of revenue.

Commitment 4: Delivering a sustainable Games and developing sustainable communities

Re-doubled effort needed to ensure London delivers a 'sustainable games' (progress ranking: silver)

There is much to welcome in the steps taken so far to ensure environmental sustainability is embedded in designs and procurement processes. We welcome the recent publication by London 2012 of its first sustainability guidelines for corporate and public events. The document contains information on ten aspects of events management, including choosing a venue, sourcing products and services and energy consumption. However, concerns have been raised that the carbon management strategy will come too late to influence key decisions around venue design, energy management and tourist strategy.

The Environment Committee's report 'On The Go Recycling' makes the case for the Games to be zero-waste by drawing on best practice currently being adopted at other event arenas such as Earls Court.

Making the Games zero-waste will act as a catalyst for infrastructure investment to support recycling across east London. Now that the government has taken over full funding of the Athletes' Village there should be an ambition for the Village to be the first instalment of a zero carbon Lee Valley.

Commitment 5: Tourism

The 2012 Tourism Action Plan is underdeveloped and overall vision is lacking (progress ranking: bronze)

We welcome the publication of the draft Tourism strategy and the long-term vision that will use the 2012 Games as a spring-board to greater success in drawing in tourists from across the globe. Many aspects of the plan, however, are underdeveloped. Budgetary implications are lacking, as are detailed milestones to success. There is concern that, given the experience of other cities that planned long in advance of actually staging the Games, we are missing the boat. For example, when will there be signage at Heathrow airport in support of London 2012?

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Appendix 1 Orders and translations

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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 ਫੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

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

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে যোগাযোগ করুন অথবা উল্লিখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করুন।

Urdu

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

Arabic

الحصول على ملخص لهذا المستند بلغة،
فرجاء الاتصال برقم الهاتف أو الاتصال على
العنوان البريدي العادي أو عنوان البريد
الإلكتروني أعلاه.

Gujarati

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

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