

AUGUST 2010

POLICY BRIEFING



THE 2012 OLYMPIC AND PARALYMPIC GAMES

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INTRODUCTION

London won the bid to host the 2012 Olympic and Paralympic Games on the basis that it would provide a lasting “legacy” to a deprived part of the capital. This briefing paper sets out the key organisations involved in the Olympics, summaries of a number of useful documents and ends with an analysis of some of the issues around the Olympic Legacy and regeneration in the East End of London.

ORGANISATIONS

The Olympic Board

<http://www.london2012.com/about-us/the-people-delivering-the-games/stakeholders/the-olympic-board.php>

The Olympic Board provides oversight, strategic coordination and monitoring of the entire 2012 Games project, ensuring the delivery of the commitments made to the International Olympic Committee when the Games were awarded to London, and a sustainable legacy from the staging of the Games.

The Olympic Board is made up of Olympics Minister Hugh Robertson, Mayor of London Boris Johnson, British Olympic Association Chairman Colin Moynihan and London 2012 Organising Committee Chair Sebastian Coe. It usually meets monthly, with the chair alternating between the Mayor and the Olympics Minister.

Department of Culture, Media and Sport – DCMS

http://webarchive.nationalarchives.gov.uk/+http://www.culture.gov.uk/what_we_do/2012_olympic_games_and_paralympic_games/3428.aspx

As the lead Government department for the Games, DCMS is working closely with key stakeholders and other Government departments to ensure that the Games leave a lasting legacy with maximum benefit for the UK as a whole.

The Government Olympic Executive (GOE), which is part of DCMS, exists to provide oversight and assurance of the entire Olympic and Paralympic Programme. They supervise the whole £9.3 billion public sector funding package. It is the GOE’s responsibility that the London 2012 Games are delivered on time, on budget and for the benefit of the whole country.

London Organising Committee for the Olympic Games – LOCOG

<http://www.london2012.com/about-us/the-people-delivering-the-games/the-london-organising-committee/index.php>

LOCOG is responsible for preparing and staging the 2012 Games and will manage most of the contracts for services to deliver and run the Games. As well as staging the 2012 Games, LOCOG will also be responsible for staging a series of test events in

the year before the Games; recruiting and training volunteers; and overseeing the four year Cultural Olympiad leading up to the Games.

Olympic Delivery Authority – ODA

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

The ODA is the public body responsible for developing and building the new venues and infrastructure for the Games and ensure their proper use after 2012. The ODA's work is underpinned by six priority themes: design and accessibility, employment and skills, equality and inclusion, health, safety and security, sustainability and legacy.

Getting Involved

<http://www.london2012.com/get-involved/>

1. Business Network

This web-page contains useful information for businesses wanting to work on the games.

2. Volunteering

The whole event will rely on 70,000 volunteers who will all be engaged in different activities.

3. Inspire Programme

This programme recognises non-commercial projects and events inspired by the games.

4. Cultural Olympiad

The Cultural Olympiad celebrates the variety of cultures that London and the Games represent. A number of major projects are already underway, such as Film Nation, inspiring young talent to participate in film.

5. Education

There are a number of schemes designed for children and young people who want to participate in the Games.

6. Higher Education

There are a number of schemes designed for students who want to participate in the Games, such as a business competition sponsored by Deloitte.

7. Jobs

There are a wide range of vacancies for those wishing to work on the Games.

8. Live Sites

Live Sites are big screens and event spaces in urban centres offering live information, video, news and community events.

9. Open Weekend

Open Weekend is an annual UK-wide celebration which will take place on 23rd-25th July, marking the two-year countdown to the start of the Games.

Olympic Park Legacy Company - OPLC

<http://www.legacycompany.co.uk/>

The Legacy Company was set up by the Mayor of London and central government in 2009, as a commercially-focused, community-minded organisation responsible for the planning, development and management of London's Olympic Park after the 2012 Games.

The OPLC is led by a board with a broad base of experience in regeneration, business, sport, social enterprise and venue operations. The Legacy Company is working in partnership across the public, private and voluntary sectors to deliver a future for the Parks and all of its facilities.

The OPLC is in the process of producing its long term Legacy Vision for the Park after the 2012 Games. The development will include the long term use of the five permanent venues for both elite and community users and a tenant secured for the International Broadcast Centre and Main Press Centre. The OPLC is working to ensure that local people will be able to access the Park as soon as possible after the Games. Over time, there will be the creation of new mixed-use neighborhoods offering homes, jobs, shops and community facilities for both the new and existing communities.

The OPLC has a Community Engagement Team that engages with faith groups, resident boards and community groups through existing structures. In addition to running its own schools programme with eight schools in the host boroughs and setting up its Legacy Youth Panel.

Legacy Now

<http://www.legacy-now.co.uk/>

Legacy Now was a public consultation/campaign website facilitated by the London Development Agency (LDA). It offered a chance for individuals and voluntary organisations to present their thoughts on the Olympic Park legacy plans as they developed. The information has now been archived and the updated information will be found on the Legacy Company's web-site.

The long term plans for the Olympic Park after 2012 were set out by the LDA and its partners in plans called the Legacy Masterplanning Framework (LMF). The OPLC is now responsible for taking these plans forward. The OPLC is in the process of producing its vision for the long-term development of the Olympic Park after the Games, taking into account the views of the planning authority, host boroughs, key

stakeholders, partners and the community.

Furthermore, each of the five areas that frame the Park (Stratford, Hackney Wick, Leyton, Fish Island, Bromley by Bow) are creating their own plans known as the "Olympic Arc plans" or Fringe masterplans. These plans are being developed in conjunction with the LMF to ensure all plans complement each other and avoid any potential conflict.

Greater London Authority – GLA

<http://www.london.gov.uk/priorities/london-2012>

The Mayor of London plays a central role in the London 2012 Olympic and Paralympic Games. He works closely with the bodies involved in the staging of the Games, and has particular responsibility for the way London works as a city during the Games and for capturing the legacy and benefits of the Games for London.

The Mayor has made five legacy commitments:

1. Increase opportunities for Londoners to become involved in sport.
2. Ensure Londoners benefit from new jobs, business and volunteering opportunities.
3. Transform the heart of east London.
4. Deliver a sustainable Games.
5. Showcase London as a diverse, creative and welcoming city.

The London 2012 Coordination Working Group (LCWG) is chaired by the GLA, and involves senior representatives from LOCOG and other key sector bodies in London. They coordinate the delivery of programmes related to realising the wider benefits of hosting the Games in London. Several working groups below the LCWG including the London 2012 Employment and Skills Taskforce, which ensures local people benefit from training opportunities arising from the Olympics.

The London 2012 Equality and Diversity Forum

<http://legacy.london.gov.uk/mayor/publications/2009/12/inclusive-games.jsp>

The London 2012 Equality and Diversity Forum ('The Forum') has been established as the primary vehicle through which the main Olympic bodies and stakeholder organisations are able to work jointly to champion and monitor progress made to deliver national and regional equality commitments for the Games.

There are five elements that describe what London 2012 aims to achieve in the area of equality, diversity and inclusion:

1. Businesses – To ensure that the opportunities provided by the Games are spread as widely and fairly as possible.
2. Workforce – Aiming to recruit and develop a diverse workforce and ensure that opportunities and training are available to all.

3. Service delivery – It is hoped that the Olympic Park will become a model of inclusivity and accessibility.
4. Communities – Ensuring that there are no barriers to full participation of communities that have traditionally been under-represented.
5. Participants – London 2012 aims to get more BAMER, women and disabled people involved in sport and physical activity.

CompeteFor

<https://www.competefor.com/business/visionAndObjectives.html>

The London 2012 Games and legacy provides a huge opportunity for the business community in the UK; over 50,000 contracts will be procured through the London 2012 supply chain and related work. CompeteFor is a free service, created to maximise the diversity of businesses contributing to the London 2012 programme and for these businesses to benefit from 2012 investment.

The Cultural Olympiad

<http://www.london2012.com/get-involved/cultural-olympiad/index.php>

The Cultural Olympiad puts culture at the heart of the Games - encouraging participation and celebrating the cultures that make up the UK. The Cultural Olympiad is happening now and will continue up to 2012 and beyond. It will help ensure the 2012 Olympic and Paralympic Games are 'Everyone's 2012' by giving communities throughout the UK the opportunity to join in.

Getting Involved

<http://www.london2012.com/get-involved/cultural-olympiad/becoming-part-of-the-cultural-olympiad/index.php>

Not-for-profit organisations can submit applications to run programmes, events or activities, which reflect the values of the Olympiad. These values include making public spaces more interesting and to create unique collaborations between communities and cultural sectors.

The Inspire Programme (<http://www.london2012.com/get-involved/inspire-programme/index.php>) offers not-for-profit organisations the opportunity to apply for the Inspire mark. Cultural projects that gain the Inspire mark will then become part of the Cultural Olympiad. As a result, the organisation will benefit from communications support, networking opportunities, and the chance to showcase your success.

The Host Borough Unit

London's five host boroughs for the Games (Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest) have together created a Strategic Regeneration Framework (SRF). The SRF has one overall aim: within 20 years the communities that host the Games will have the same social and economic chances as their neighbours across London. This is often called the principle of "convergence".

At present, there is a gap between the social outcomes in the five host boroughs and the rest of London. For instance, 64.2% of the population is employed in the host boroughs area compared with 70.4% in London, meaning that 77, 000 fewer people are in employment.

The Games, and the opportunities that comes with it, is the *catalyst* to motivate change in this area of east London. The SRF will influence all aspects of the regeneration of the host boroughs for the next 20 years. The first version, which incorporates a five-year action plan, was agreed by the host boroughs, the Mayor, the Secretary of State for Communities and Local Government and the Minister for the Olympics.

The Unit is comprised of thematic sub-groups (including Sports & Physical Activity and Health & Well-Being) which have representatives from community groups. The sub-groups report to the Chief Executives group made up of the five CEO's from each of the host boroughs. Their goal over the coming months is to look at how a "Total Place" approach (a new initiative which looks at how a "whole area" approach to public service delivery can reduce costs and increase efficiency) can be developed across the five host boroughs.

For further information please contact Andrea Chott (Andrea.chott@elcvsnetwork.org.uk), who is on a short term secondment and leading on Civil Society engagement on behalf of the unit.

The Big Opportunity

<http://www.thebigopportunity.org.uk/>

The Big Opportunity works to build and inspire Civil Society activity around the 2012 Games. The group will harness the skills, experience and innovation of the Civil Society to enable London's communities to fully benefit from the 2012 Games. Their web-site contains a very detailed list of funding and volunteering opportunities linked to the Games.

Paul Bower leads on The Big Opportunity and is also seconded to LOCOG for one day a week where he is responsible for running the Community Advisory Board. The Board meets bi-monthly and is open to voluntary groups to join. LOCOG runs ideas through this Board and receives feedback from community groups that are part of the Board.

London Voluntary Service Council – LVSC

<http://www.lvsc.org.uk/>

LVSC are funded by the London Development Agency to continue and develop the work of the Big Opportunity. The work will feature around the following areas:

1. Employment: Contracted out to LTEN (was Islington training Networks) to provide workshops for individuals leading to employability for at least 40 people.
2. CompeteFor: Providing tailored support to enable 50 people to register and partake in CompeteFor.
3. Information: Sending out web based information in collaboration with London Civic Forum/The Big Opportunity.

The contact lead on this for LVSC is Sandra van der Feen, Research & Capacity Building Development Officer (sandra@lvsc.org.uk, 0203349 8936).

For CompeteFor contact Karin Podschun, Organisational Development Advisor (Karin@lvsc.org.uk, 020 3349 8917).

LOCOG Black Leadership and Engagement Network - LBLEN

Valerie Hudson Community Relations Co-ordinator for LOCOG

Valerie.Hudson@london2012.com

LBLEN is a working group which strives to keep local communities involved in the lead-up to the Games. The group has three key ambitions:

1. To ensure that communities from the African Caribbean Diaspora in London (and the UK) are able to access Games opportunities and benefits.
2. To ensure that the Games are accessible and inclusive to people from the African Caribbean Diaspora, especially in relation to jobs, business, tickets and volunteering opportunities.
3. To ensure that the legacy of the Games brings about sustainable jobs, training and infrastructure as a result of the Games. To ensure a sustainable legacy for the Games.

KEY DOCUMENTS

Legacy Limited? A Review of the Olympic Park Legacy Company's Role

By The Economic Development, Culture, Sport and Tourism Committee of the GLA (February 2010)

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

This report assesses the challenges facing the OPLC, the organisation due to take ownership of the Stratford site after the Games and responsible for delivering improvements in housing, skills and sporting opportunities. However, the report argues that much of the development may not benefit local people.

The report therefore makes a number of recommendations:

1. Linking the development of the Olympic Park with the wider regeneration of east London.

2. Facilitating consensus in the OPLC's decision making.
3. Finding sustainable uses for the Olympic venues.
4. Ensuring local people benefit from employment opportunities on the Olympic Park.
5. Ensuring new residential development on the Olympic Park meets local needs.
6. Using the new facilities to increase sports participation.

For example, in terms of unemployment, though the report argues that contractors on site are meeting their targets of recruiting out-of-work individuals and people from the host boroughs, the conclusion is that the impact on the East End is small because the initial targets are so low. The recommendation, therefore, is that when the OPLC takes over from the ODA to oversee the future development of the park post-Games, the OPLC should make their targets to tackle unemployment much more ambitious and set the figures out clearly in their forthcoming Business Plan.

Working Towards an Inclusive Games

By The 2012 Equality and Diversity Forum, GLA (December 2009)

http://www.culture.gov.uk/images/publications/Working_towards_an_inclusive_Games.pdf

This report captures the aspirations of the London 2012 Games. From the outset of the bidding process it was the declared intent of the organisers to deliver "the most accessible games, ever". It is the Forum's objective to make good on that promise.

There are five elements that capture what London 2012 aims to achieve in the area of equality, diversity and inclusion. These include:

1. Supporting businesses across the UK to take the rewards for hosting the Games.
2. To encourage a more diverse workforce with excellent training opportunities.
3. To create improvements in accessibility to transport, accommodation and visitor attractions across the capital.
4. To ensure that there are no barriers to full participation of communities that have traditionally been under-represented.
5. To encourage more people from BAME backgrounds to participate in the Games.

Strategic Regeneration Framework: An Olympic Legacy for the Host Boroughs

By The Host Borough Unit (October 2009)

<http://www.towerhamlets.nhs.uk/about-us/olympic-legacy/>

The Strategic Regeneration Framework (SRF) sets out how the host boroughs will use the physical changes in the area to deliver a social and economic Olympic legacy which improves the lives of local people. It describes what the boroughs are planning to do in regards to regeneration in the area.

The SRF is guided by the principle of "convergence", whereby the aim is that in the

next 20 years residents in the host boroughs will equal the London average in a range of the life indicators which you would expect to find in a successful community.

The document is presented in a format which describes what state the boroughs will be in a particular policy area, the specific outcomes, how the Host Borough Unit plans to reach these goals and the potential challenges faced. Policy areas include: regeneration, education, tackling worklessness, housing, health, reducing crime and increasing participation in sport.

Getting Ready for the Games and Beyond: A Proposal from London Youth to Increase young Londoners' Participation in Sport and Healthy Activity

By London Youth (September 2009)

The aim of this programme is to exploit the hopes and opportunities of London 2012 in order to encourage and enable all young Londoners, (whatever their background, interests or natural ability) to participate in and develop a life-long love of sport and healthy activities, thereby raising personal and social health, confidence and well being.

The Challenge of Convergence: Proposals from the Leaders and Mayors of the Olympic Host Boroughs for the Legacy Regeneration of the Host Boroughs

By The Host Boroughs Unit (July 2009)

This paper sets out the case for change in the quality of life and the quality of outcomes for people living in London's five Olympic Host Boroughs.

The Olympic Park Regeneration Steering Group (OPRSG) took the decision that work should be undertaken to close the deprivation gap between the 5 Olympic Host Boroughs and the rest of London.

Eight Key Performance Indicators (KPIs) are proposed to measure the success of the convergence principle and to ensure that work is progressing to fulfil the primary aims of the Host Borough Unit. The KPIs are:

1. Improved educational attainment at Key Stage 4.
2. Improved educational attainment at Key Stage 2.
3. Increased employment rate.
4. To raise the mean income of the lowest 40 percentile of the 5HBs to the London average for that group.
5. Reduced number of families in receipt of benefits.
6. Reduced rates of violent crime.
7. Increased life expectancy.
8. Improved outcomes relating to an indicator around place.

Convergence Initiative – OPRSG Report

By Navigant Consulting for The Host Boroughs Unit (May 2009)

The Olympic Park Regeneration Steering Group (OPRSG) agreed that the principle of convergence between the Five Host Boroughs (5HB) area and the rest of London should be pursued. The overarching objective for convergence being proposed is to: "Ensure that residents of East London enjoy the same living conditions and social and economic opportunities as any other London resident."

It also describes the Strategic Regeneration Framework (SRF) which will become the mechanism for achieving changes in both the physical and social fabric of the host borough area, using the investment in the Olympic Park as a catalyst for change. Work themes have already been agreed for the socio/economic element of the SRF, with three priority areas of worklessness, housing and the public realm.

A Sporting Future for All

By the GLA (April 2009)

http://www.thebigopportunity.org.uk/uploads/4/0/0/1/4001782/sporting-future-summer_2009-gla_policy.pdf

The Mayor's aim is to deliver a grass-roots sporting legacy for Londoners from the 2012 Games by firstly securing a sustained increase in participation in sport and physical activity amongst Londoners, and secondly to use sport to assist tackling social problems including ill health, crime, academic underachievement and lack of community cohesion.

The four key goals are: getting more people active; transforming sporting infrastructure; building capacity and skills; and maximising the benefits of sports for our communities. Although the GLA is not a front-line provider of sport and physical activity, it is committed to helping fill gaps in provision and taking a strategic lead on London-wide issues affecting sport and physical activity.

Swimming Upstream: Sustainable in Challenging Times?

By The Commission for a Sustainable London (April 2009)

http://www.thebigopportunity.org.uk/uploads/4/0/0/1/4001782/swimming_upstream_cs_london_2012_-_executivesummary.pdf

This report provides an independent detailed insight into the sustainability of all aspects of the London 2012 programme. The report argues that the sustainability standards set at the time the bid was made are being maintained. At the time of publication, there was no evidence to date that cost reduction had led to any compromise of the published sustainability standards.

The focus of the report is to highlight opportunities to build on a platform of solid achievement and to help the UK to become globally competitive as a leading sustainable nation.

This link (<http://www.cslondon.org/reports/reports.aspx>) contains a number of other publications dealing with waste management, procurement, carbon measurement and a number of other topics.

Legacy Masterplan Framework

By the Olympic Park Legacy Company (February – March 2009)

<http://www.legacy-now.co.uk/designing-the-park/future-olympic-park/the-emerging-plans-and-programme/>

The work undertaken by the LDA has been reviewed by the Olympic Legacy Company and its review is feeding into its vision for the long-term development of the Olympic Park after the Games. The vision and masterplan will take into account the views of the planning authority, host boroughs, key stakeholders, partners and the community.

The overall role of the Legacy Masterplan Framework (LMF) is to outline a blueprint for future development on the site. It will set the parameters for housing numbers, social infrastructure, jobs, commercial space etc. on the site. It will ensure that the regeneration effects associated with the Games and Paralympic Games are maximised for the existing and future communities of the Lower Lea Valley.

The LDA document contained six "Area Briefs", which detailed a series of proposed neighbourhoods which structure the LMF site and which overlap with surrounding communities. For example, one such "Area Brief" is Hackney Wick East, and it is intended to show the potential uses and "feel" within these areas, as well as describing a series of urban design principles that will be important in achieving sustainable neighbourhoods. The Olympic Park Legacy Company has been reviewing these as part of its work.

Included in the document are also a number of draft strategies which explain the reason for the preferred masterplan framework. For example, the "Socio-Economic Strategy" sets out the detailed research which supports the preferred proposals in relation to social infrastructure, housing, employment, and leisure and cultural facilities. There are also chapters included on: housing, employment and tourism. The socio-economic strategy has been reviewed in light of changes coming through from the masterplan review and the corporate development of a socio-economic regeneration strategy.

Equalities Impact Assessment (EqIA): Draft Impact Assessment of LMF Preferred Framework

By The Olympic Park Legacy Company (February 2009)

http://www.legacy-now.co.uk/userfiles/file/090204_LMF%20EqIA_FINAL.PDF

The Legacy Company will be producing its own EqIA in line with its planning application programme for the revised legacy masterplan. The company is also

drafting its corporate policy for equalities and inclusion.

This report is the LDA's Draft Equalities Impact Assessment of the proposals set out in the LDA's Legacy Masterplan Framework (LMF) Preferred Framework report. The report will recommend the actions needed to eliminate any disproportionate impacts on people in equality target groups, and uphold any impacts that promote equality of opportunity. The final report will be ready by the end of 2010.

The sections dealing with each equality strand states the positive and "uncertain" impacts of the developments on individuals. For example, on the section dealing with BAME communities, the report states that a positive outcome will be the inclusion of 3 primary schools, a secondary school and potentially an education facility in the Legacy Stadium and new higher education facilities at Hackney Wick East. This will be beneficial because some BAME groups have considerably lower educational attainment levels than London and UK averages, thus new facilities could help raise aspirations.

However, one "uncertain" outcome is whether the LMF's legacy venues and activities will provide of a marked social change which will encourage most BAME people participate in sports. This is relevant as research shows that adults from black and minority ethnic groups are 21% less likely than the average white counterpart to take part casually in sport.

Building Blocks: Exploring Ways to Deliver Affordable Housing in the Housing Downturn

By Shelter (December 2008)

http://england.shelter.org.uk/professional_resources/policy_library/policy_library_folder/building_blocks

This publication contains a wide range of well evidenced good practice and innovative proposals for planning and new funding and delivery models.

Before, During and After: Making the Most of the London 2012 Games

By The Department of Culture, Media and Sport (June 2008)

<http://www.culture.gov.uk/images/publications/2012LegacyActionPlan.pdf>

The research produced as presented above was used to form this publication, the aim of which is to set out the long-term benefits that can be achieved through London hosting the Games. Five major commitments were made:

1. Make the UK a world-leading sporting nation.
2. Transform the heart of the East End.
3. Inspire a generation of young people.
4. Make the Olympic Park a blueprint for sustainable living.
5. Demonstrate the UK as being a creative, inclusive and welcoming place to visit and do business.

Each commitment is linked to a number of ambitions and there are specific programmes which detail how these plans will be fulfilled.

Fool's Gold: How the 2012 Olympics is Selling East London Short, and a 10 Point Plan for a more Positive Local Legacy

By New Economics Foundation (April 2008)

<http://www.neweconomics.org/publications/fools-gold>

This publication states that previous Olympics and other 'flagship' UK regeneration projects, whilst boosting international tourism, transport, leisure and telecommunications infrastructure, have failed to improve the lives of the poorest people in host cities. *Fool's Gold* argues for the necessity of putting in place mechanisms that will guarantee a positive legacy from the games for some of London's most disadvantaged communities.

The report offers ten recommendations:

Procurement

1. Make community benefit a key criterion for all new contracts.
2. Make contracts accessible to local SMEs and social enterprises.
3. Establish and monitor targets for the proportion of locally based SMEs and social enterprises employed, and the number of local people employed, under all Olympic contracts.
4. Set new private sector standards for incorporating community benefit into procurement contracts.

Assets

5. Appoint a new Board position on the Olympic and Lower Lea Valley planning boards for the local voluntary and community sector.
6. Establish an asset-holding organisation for the Olympic legacy.
7. Establish a community development trust to design and oversee the community facilities in the Athletes' Village.
8. Establish a community reinvestment fund to ensure ongoing community benefit from privately owned facilities on the site.
9. Build the foundations of future community sustainability by building into the development community-owned retail and work space, and land for growing food.
10. Ensure that community facilities are transferred directly to the community development trust.

London 2012 Legacy Research: Final Report

By The Department of Culture, Media and Sport (November 2007)

http://www.culture.gov.uk/reference_library/publications/5161.aspx

The report describes the potential of the Games to influence people's wider attitudes

and behaviour across the legacy commitment areas (for example, to transform the heart of East London). The purpose of the research was to inform the development of a Legacy Action Plan.

Adding Value: Enhancing Convergence through Partnership

By The East London CVS Network and The Big Opportunity

<http://www.thebigopportunity.org.uk/legacy--2013.html>

This publication sets out the business case for involving Civil Society in the Legacy planning. There are approximately 6, 500 VCOs delivering services across the five host boroughs, which can inspire community delivered solutions for disenfranchised communities.

The report details arguments for more Civil Society involvement in social problems. For example, a case-study of a social housing provider in Tower Hamlets reveals that they were able to train participants in the benefits of healthy eating and an active lifestyle whilst giving them the chance to gain a recognised NVQ qualification. Therefore, there is an advantage of further increasing the role of social housing providers and their working with local authorities and private developers, because they provide more than accommodation but also are community hubs. Other examples are provided in the fields of crime, health etc.

ANALYSIS

The following analysis is based on feedback from discussions with a number of community groups, London citizens and voluntary sector experts working on issues around the Legacy.

THE MAYOR'S VISION

In the draft London Plan (the Mayor of London's 25-year spatial development strategy for London) there is a section on the Olympic Legacy. It reads: "The Mayor will work with partners to develop and implement a viable and sustainable legacy for the Olympic and Paralympic Games to deliver fundamental economic, social and environmental change within east London, and to close the deprivation gap between the Olympic host boroughs and the rest of London. This will be London's single most important regeneration project for the next 25 years." (*Draft Replacement London Plan*, 2009, Policy 2.4, pp. 33)

As initially stated, London won the Olympic bid on the promise of two things: a) a social legacy to engage people in sport and b) physical legacy and regeneration in east London. Decision-makers must be made accountable to these initial agreements. It is certainly important to allow for the Legacy to be informed by private developers and local authorities, but it is also necessary to consider what a possible community vision for the Legacy may look like.

A COMMUNITY VISION?

The Olympic Legacy Park Company has an active community engagement team and supports the principle of convergence adopted by the Host Boroughs Unit. It is through the OPLC and the Host Borough Unit that the Mayor engages with the voluntary sector on a community vision for the Games.

It is important to note that Legacy Masterplanning should be a collaborative effort, not so much about consultation but should be about *participation*. Community organizations need to be credibly involved in the design of the vision for the Legacy. A number of themes became evident when discussing the issue with community groups: housing and community, employment, and the risk of gentrification.

a. HOUSING AND COMMUNITY

A community vision for the Legacy would be seen as providing genuinely affordable housing. But there is a concern that the major housing decisions will go to the East London Housing Association, who will be tasked with allocating housing, with a risk that affordable housing will not go to local people. On other regeneration projects, the housing has been mainly 1-bed and 2-bed flats, despite promises of the supply of family housing.

The lack of affordable housing is evident in Newham (Newham Tenants Federation, London Housing Strategy Consultation Meeting, 24th March 2009, <http://www.londontenants.org/LHS%20Report%20Newham%20240309.pdf>). It was reported that the average household income in the borough is only £19, 000 a year, which is only enough to access social rented housing. However, according to the most recent monitoring report of the London Plan (February 2009), in 2007/08 only 13% (rather than 35% as set in the targets) or 119 out of 939 homes built in Newham were social rented. Similar findings were shown in Greenwich, Hackney, Waltham Forest and Tower Hamlets. Yet, despite the real need for more social rented housing, the number of intermediate homes is in the thousands and market housing in the tens of thousands.

The London Plan talks about “lifetime neighbourhoods” as leading to “access to public transport, basic amenities, local shops, places to meet and relax, and green and open spaces are within easy reach of homes [... and which] help to build cohesive, successful and sustainable communities.” (*Draft Replacement London Plan, 2009, Policy 7.2, pp. 170*) However, there is a sense of the difficulty of seeing this vision being actualised in the host boroughs because some areas have people who have been and still are on the housing waiting list even after six years. If the regeneration plans continue unchanged then sustainable communities will not be created, instead these neighbourhoods will become unaffordable for local people.

b. EMPLOYMENT

The concern of local residents is that they have already lived through times of change in their boroughs. For example, Newham has seen other mega projects, like the Excel Centre, City Airport and Docklands. Yet, local people have not gained work in these regeneration projects and there is scepticism that the Legacy will be any different.

The issue is that local people feel that they have the skills to complete jobs, but what is lacking and needed is access to jobs, as well as the establishment of policies to make it even easier for local people to access local jobs. When the City Airport was being built, it was felt that local people could have done the construction work, but were not given the chance to do so; despite putting in tenders, the work went to people from outside the borough. The difficulty sometimes felt in securing employment for local residents should to be acknowledged and addressed.

However, there have been a number of successes. For instance, the “digger school” is a plant training centre on the Olympic site, and is a publicly-funded programme managed by instructors from the National Construction College. They train individuals to drive huge dumper trucks. But the issue is that though there are specific targets that the being met in regards to the employment of local workers, previously unemployed people and those in training posts in the site, the targets set are so low that the impact for the people of east London is minimal (*Legacy Limited?*, February 2010, pp. 35). Also, the ODA already works through a job brokerage scheme whereby the local boroughs receive the job advertisements in advance.

The Section 106 Agreement (between Local Authorities and developers) of local authority planning policies is one way to influence local people getting local jobs. In addition to a development, developers also have to agree on what infrastructure to build, and within that can come the provision of local employment or development of schools, for example. Local people need to be better informed on this so that they do have an influence/say on the ways that developers can be involved in local communities for the better.

However, the employment issue is contentious. All Londoners pay for the Olympics through their council tax payments, therefore Londoners who are not in the five host boroughs may feel that they have a right to apply for jobs in that area related to the Olympics.

The general consensus appears to be the need to keep money in the Olympic boroughs by employing those who live locally and who will spend in the borough. Another way which would lead to genuinely sustainable communities is to have local people on decision making boards, thus representing the voice of local people and grassroots organisations.

c. GENTRIFICATION

The Host Borough Unit has made much of the term “convergence”, but convergence in East London will be achieved essentially by importing advantage and exporting disadvantage in these wards. The land value around Stratford will significantly increase and therefore will eventually “squeeze out” the disadvantaged communities that are currently residing there. Therefore, life expectancy in these boroughs will increase but to the detriment of local people who may be forced out. It is important to be explicit about the high possibility of displacement of existing communities due to increases in land value.

There have been a number of examples of gentrification in the East End. For example, Spitalfields was a run-down area of Shoreditch, but after much redevelopment (leading to higher rent prices) it has one of the highest life-expectancies in London, but this also led to local communities having to leave the area. The same argument can also be made for Hackney, where the development of Islington led to people from poorer backgrounds moving to the neighbouring borough of Hackney, which created a blatant gap between rich and poor which was only streets apart.

It is through the Host Borough Unit (as well as The Big Opportunity and LBLEN) that community groups can have a voice in the regeneration plans. However, it is therefore important to define what regeneration is for the Host Borough Unit. It should *not* be a wholly big, corporate, business vision. It is vital to remember that the regeneration of the area is also about the people living in these areas. The Councils for Voluntary Service (CVSs) of the host boroughs are involved with the Host Borough Unit, but there needs to be continual dialogue between the CVSs and the community/voluntary groups that they represent.

The problem lies in the ‘trickle down’ economics that underlies this approach to regeneration. This model assumes that the public and private financial investment flowing into deprived areas will stay there. In practice, it actually leaks out to consultants, developers and large companies which are best able to exploit new commercial opportunities. Those who actually benefit are the existing asset-holders and the affluent middle classes. In practice, local political and community structures are diluted in order to leverage in private capital quickly and in large quantities. Small local enterprises are unable to compete and local people who don’t own their own homes are priced out of the housing market because gentrification inflates the cost of living well above their income levels (*Fools Gold*).

COMMUNITY DEVELOPMENT TRUSTS - CDTs

One way to prevent gentrification is through “Community Development Trusts” (CDTs). This is a mechanism to develop regeneration, and one which has meaningful community involvement. They are informed by the belief that community regeneration is achieved through community owned enterprises which will help build strong, sustainable communities. There are approximately 500 CDTs in the UK, co-ordinated by the Development Trust Association.

CDTs use trading for social purposes and use the ownership of buildings and land to bring about long-term social, economic and environmental benefits in their communities. They are independent, but work with the public sector, private businesses, and other community groups. CDTs are engaged in the economic, environmental and social regeneration of a defined geographical area by their setting up and running an inclusive mix of services or facilities which respond to the needs of a community.

CDTs are in the business of sustainable change. As independent organisations they avoid over-reliance on a single funder, and also aim to reduce dependence on grant-aid in the long term. In order for a CDT to become sustainable, cultivating enterprise and finding ways to become self-sufficient are important, and they work on a not-for-profit basis.

Less than one-third of the total regeneration spend – about £500 million – could endow 500 locally controlled community development trusts with £1 million each. This would provide them with a long-term income of £60,000 per year to underpin their activities as community anchor organisations investing in solutions which meet locally identified needs. This would lock in the value of investment for local communities, ensuring that it was be safeguarded for the communities of East London for generations to come (*Fool's Gold*).

Already underway are plans to make the community centre, which will be built for the athletes village, be managed by a Community Development Trust and which will provide a range of services to benefit local residents. Also, the Legacy Company has recently tendered to appoint consultants to research different types of community land trust and development trusts.

There are a number of case-studies of successful Community Development Trusts:

a. ELDONIAN COMMUNITY BASED HOUSING ASSOCIATION (CBHA)

http://www.eldonians.org.uk/ces_general.nsf/wpg/welcome_page!opendocument

CBHA was set up as a Housing Co-operative in 1983 by tenants from Eldon Street and Burlington Street. The homes of these residents were scheduled for demolition: this would have meant that the community would have been broken up and the people scattered to different parts of Merseyside.

In 1990, the Co-operative became a Community Based Housing Association. The CBHA is held directly accountable to its customers through consultation and customer participation. Legally owned by its nominal shareholders (who have £1 holding each), shareholders receive no profit. Anyone over the age of 18 years, who lives in an association property, is entitled to apply to become a shareholder. The rent policy is as follows: To set and maintain affordable rents which are within the reach of people in low-paid employment, to maximise rental income within the context of

'affordability'.

b. COIN STREET COMMUNITY BUILDERS (CSCB)

<http://www.coinstreet.org/aboutus.aspx>

CSCB is a social enterprise and development trust which seeks to make London's South Bank a better place in which to live, work and visit. CSCB has transformed a largely derelict 13 acre site into a mixed use neighbourhood by creating new co-operative homes, shops, and enterprise support programmes.

All the residential accommodation so far built on the Coin Street site is social housing, available at affordable rents to individuals and families in housing need. Priority is given to certain groups such as those working in low-paid jobs in central London. There are currently four housing co-operatives, which manage 220 high quality, affordable new homes. A housing co-operative is a group of people who jointly own the houses or flats they live in and control the way their housing is run. The properties belong to the co-operative as a whole and profits are not distributed but are ploughed back into CSCB's public service objective.

c. WESTWAY COMMUNITY DEVELOPMENT TRUST (WCDT)

<http://www.westway.org/aboutus/history/history.aspx>

In the mid 1960s an overhead motorway, the A40 (motorway), was built through North Kensington, and was ready for use in 1970. The construction led to homes being demolished. Energetic activists set up grass roots associations, organised on local issues and campaigned for improvements.

Out of a four-year campaign, North Kensington Amenity Trust was set up (it would only later be known as the WCDT) in partnership with the local authority in response to two demands. The mile strip of land under the motorway which lay within the borough's boundaries should be used to compensate the community for the damage and destruction caused by the road. And the 23 acres should be held in trust to ensure that local people would be actively involved in determining its use.

Since then over 20 acres of derelict land have been reclaimed. A diverse portfolio of commercial developments, occupying one fifth of the land, contribute to the local economy and fund the Trust's charitable activities. Community facilities range from landscaped gardens to charity offices and from sports and fitness centres to lunch and social clubs. The Trust began life with a Council grant of £25,000. Today it is a self-sufficient charity with an annual turnover above £6 million and assets estimated at over £20 million. It now has the ability to make grants to community organisations and to help set up projects beyond its immediate boundaries.

CONCLUSION

The Games should be enjoyable and accessible to all Londoners since it is an event of global significance and prestige. But it is also crucial to think about the aftermath of the Olympics and realise that the five host boroughs contain a significant number of BAMER communities within them and that the regeneration of the area should positively impact on the lives of disadvantaged people who *already* live in the region. Therefore, as far as possible, a community vision of the Legacy should be encouraged and discussed.

There are many contracts available for businesses to work on the site, and there are job vacancies for individuals. However, there is a concern that local residents are unaware of the employment, business and volunteering opportunities that the Games brings. This briefing paper has given details of sources of information on these opportunities. For instance, businesses can consult CompeteFor; individuals should look into the Cultural Olympiad; and community groups can follow the work of the Big Opportunity and LBLEN.

In terms of the regeneration of east London, BAMER voluntary groups can offer to input into the work of the Host Borough Unit through the work of the thematic sub-groups (including Sports & Physical Activity and Health & Well-Being). In this way, the voice of BAMER communities has a chance to be heard and we can campaign to advocate for a vision of the area which *includes* the interests of the communities that *already* live there.

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