FINAL REPORT

2012 OLYMPIC LEGACY SCRUTINY PANEL

June 2011
## Contents

| Membership                                      | 3 |
| Acknowledgements                                | 4 |
| Executive Summary                               | 5 |
| Background to the Panel and Methodology         | 6 |
| Olympic Legacy – brief background               | 8 |
| Findings                                        | 10 |
| Conclusions                                     | 19 |
| Recommendations                                  | 20 |
| Appendices                                       | 22 |
| 1. Summary Notes of Evidence Sessions           |   |
| 2. ODA Stakeholder Map of Delivery Agencies     |   |
| 3. Glossary of Terms                             |   |
Membership

Councillor Masood Ahmad
Member for Lea Bridge Ward

Councillor Peter Herrington (Chair)
Member for Endlebury Ward

Councillor Andrew Hemsted
Member for Chingford Green Ward

Councillor Eric Sizer
(Former) Member for Hoe Street Ward

Councillor Patrick Smith
(Former) Member for Higham Hill Ward

Councillor Bob Sullivan
Member for Leyton Ward

Council Officers

Paul Rogers
Scrutiny Manager

Anthony J. Lane
Scrutiny Policy Officer
Acknowledgements

The Panel members noted and extend their thanks for the commitment and co-operation of the following witnesses who attended or provided information in support of their work:

**LB Waltham Forest Officers:**

(Former) Chief Executive Andrew Kilburn
(Former) Head of 2012 Symon Sentain
Head of Cultural Services Clive Morton
(Former) 2012 Programme Manager Jon Widdows
(Former) 2012 Stakeholder Engagement Manager Maddelyn Sutton
(Former) 2012 Project Officer Leon Welford
Programme Manager Transport Planning Neil Bullen
Planning and Development Linda Webb

**External Witnesses:**

Urban Futures Jane Elliot
Transport for London (TfL) Geoff Hobbes
Transport for London (TfL) Julie Dixon
Executive Summary

The 2012 Olympic Legacy Panel was established in response to the perceived lack of local progress being made in maximising the potential and benefits that could be accrued from having one of the biggest sporting events in living memory being hosted on our doorstep and in response to some degree of member disquiet on the issue.

Because of the size, timescale, scope and nature of the Panel, it was never intended to be an all embracing exercise on the legacy of the Games. Instead it was decided that it would focus on a few important key themes over a few short evidence sessions supported by desk research in order to focus outcomes - training and development, local employment and local infrastructure developments with some reference to the cultural legacy for the area.

The chosen methodology used in this investigation was twofold: witness testimonies and a paper-based review of Council and other documentation.

In this report, the Panel makes a number of recommendations around these key themes.

The recommendations encourage the Borough to be more proactive and confident in their development of strategies for future major transformational events, taking advantage of all opportunities through developing coherent joined up strategies, establishing strong partnerships and networks and ensuring that we have the necessary skills and expertise in place in order to maximise the benefit realisation for Waltham Forest.

They go on to say that the lessons must be analysed and recorded and potential areas for improvement are addressed in order to ensure that we are better prepared in the future to meet the challenge of such an enterprise.

In order to increase the chances of taking fullest advantage of this sustainable legacy for our community the panel therefore strongly recommends the reinstatement of the Hall Farm curve or an alternative direct link as a priority for all local stakeholders as soon as can be programmed following the Olympics.

The ongoing Stratford developments mean it is by no means too late to take advantage of the sustainable social, economic and environmental structural benefits that should accrue even after the Games have long gone, however, unless proper planning and long term strategies are in place there is a risk we could continue to miss out on potential benefits.

One thing is certain; as a Borough we should all strive to make the most of the legacy for future generations in Waltham Forest.

“The Olympic Park will become a hub for East London, bringing communities together and acting as a catalyst for profound social and economic change. It will become a model of social inclusion, opening up opportunities for education, culture and skills development and jobs for people across the UK and London, but especially in the Lea Valley and the surrounding areas.”

- 5 Host Boroughs report to the House of Commons, 2008
Background to the Panel and Methodology

The panel was agreed at the Overview and Scrutiny Management Committee (OSMC) on 15 November 2007. The original incarnation of this panel had met on 3 occasions with a remit to focus on a stakeholder event around legacy issues in Waltham Forest. As events unfolded and some momentum was lost with regard to progress against these aims it was felt that the panel would benefit from a re-launch and a refresh of the terms of reference.

The revised panel, to which this report relates, organised a total of 3 evidence gathering sessions - November 2008, July 2009 and March 2010 – and also undertook a site visit in September 2009. It was agreed from the outset that the overall Olympic legacy issue was far too wide a remit for a time limited panel and therefore the understanding was that the lines of enquiry would narrow in accordance with the findings. As the panel proceeded it was clear that the focus areas were primarily training and development, employment and physical infrastructure.

Draft terms of reference of the panel were agreed as (but not necessarily limited to) to the following for the selected key themes:

- to review the current forecast legacy projections for Waltham Forest resulting directly from the staging of the Games.
- to review activities and plans of key strategic partners in the delivery of these legacy benefits in Waltham Forest.
- to examine the detail and monitor progress against these plans and actions.
- to discuss the results to date in terms of meeting the forecast targets.
- to challenge services and partners; explore good practice and review options.
- to provide added value to the benefits realisation process.
- to provide reports where required to the management committee.

By taking this initial focus with the panel work we directly impact upon several of key priorities as outlined in the Sustainable Communities strategy, namely:

**Manage population growth and change**
- Creating a more economically balanced population, to increase local spending power, generate jobs and tackle concentrations of deprivation and low aspirations.

**Create wealth and opportunity for all residents**
- Making sure our children and young people have the skills and confidence to achieve their ambitions and compete in a global economy.
  - Achieving full employment.
  - Making the most of the regeneration of East London.

The methodology used for this investigation was twofold: a desk-based review of documentation and witness sessions. At these witness sessions, the Panel conducted a question and answer style format with Officers from the directorates of the Chief Executives, Environmental and Cultural Services. Members requested and received a range of detailed additional evidence from service areas, as well as undertaking research into issues related to legacy on a sub-regional and regional level – including reviewing the situation with other 5HB authorities for purposes of comparison.
At the time it was agreed that the panel would report at the end of the financial year 2010/11 with a view to evaluating at that time whether it should continue further into the next municipal year.

When the panel initially started to meet, there was a perceived lack of activity in comparison to reports from other neighbouring delivery authorities specifically around the interests of Waltham Forest.

As the months progressed however, it was evident that events were continuing to escalate apace and a number of factors both internal and external rendered further meeting of the panel redundant.

One reason was that the topic of Waltham Forest’s legacy from the programme was being addressed at the sub-regional and regional level beyond the scope and remit of this panel by several other parties such as the services and our own ward councillors. Discussions at a local level on issues of a regional nature were deemed to be repetitive as they were ongoing elsewhere. A list of sub-regional, regional, national and international stakeholders is listed in Appendix 1.

Witness testimonies and an audit of documentation both show that the priorities for the Games changed over time, requiring officers to adapt accordingly. The shift in focus, from some strands delivering legacy to primarily the delivery of the Games themselves, was further complicated by various other factors such as the reduction in resources to deliver it. Indeed, the Panel accepts that, in the period of the last two or so years, a considerable number of changes had taken place not only within the Council, but also at national and regional government levels and in the infrastructure of the Games delivery partners themselves.

Furthermore, in May 2010, the election brought a significant change in the membership of the borough and as a result a new administration came to power in the authority and with it a new direction and priorities. This in turn impacted upon the corporate priorities in relation to the preparation for the Games. The 2012 Olympics team priorities shifted to those more in line with getting ready for the Games and making sure that the Council and Borough can function in 2012. The primary role for the team was to deliver the Games Time Operations Programme.

It was agreed to decommission in May 2011 at a meeting of several of the remaining panel members and that related issues from a scrutiny perspective would be picked up if necessary by the relevant sub-committees, such as has been the case with the recent work of the Finance sub-committee on various financial aspects of the legacy. This report represents the conclusion of the work of the panel.
Olympic Legacy – brief background

The Mayor of London leads on delivering the legacy of the London 2012 Games for London and ensuring that people across the capital benefit from London’s role as the host city. The Olympic Board is co-chaired by the Secretary of State for Culture, the Olympics, Media and Sport and the Mayor of London, and is responsible for coordinating the successful delivery of the Games and its legacy.

The Mayor’s London Plan identified the Olympic Park and surrounding area as ‘London’s single most important regeneration project for the next 25 years’ and stated the Mayor’s commitment to the ambition of ‘convergence’, to close the deprivation gap between the host boroughs and the rest of London.

The 5 Host Boroughs (5HB) partnership was established to facilitate joint working between those boroughs in which the Olympic Park and majority of the Sport’s venues are situated - Newham, Tower Hamlets, Hackney, Greenwich and Waltham Forest. The 5 Host Boroughs worked on a number of levels and oversaw work around such overarching strategies as the Strategic Regeneration Framework (SRF) and Multi Area Agreement (MAA).

A Memorandum submitted by The Five Host Boroughs to the House of Commons noted key issues raised:

- provide the necessary physical infrastructure to sustain the long term legacy regeneration of the area;
- maximise the opportunity for job and business creation for local people through the construction and operational phases of the games and, critically, create the capability of skills, jobs and business opportunity post games;
- harness the talents and gifts of the diverse communities across the five Host Boroughs to build and sustain social cohesion; and
- create and deliver innovative programmes that engage our communities through sport, culture, education and health which enhances wellbeing and opportunity for all.

It notes that for the legacy plan to work:

“….the plans for Legacy are fully integrated into the wider regeneration strategies for the area, particularly Stratford City and that consideration of the Legacy plan does not stop at the boundary of the ODA’s responsibility (the boundary of the Olympic Park);”

The legacy of the Games is far bigger than just the five Boroughs – and is now being steered or enabled by a range of organisations, communities and individuals across the country, including: the GOE and departments across central Government, LOCOG and ODA; the BOA and BPA; Sport England and UK Sport; the Mayor of London; the OPLC and Host Boroughs (Barking and Dagenham, Greenwich, Hackney, Newham, Tower Hamlets, Waltham Forest); the Lea Valley Regional Park Authority (LVRPA); the devolved administrations in the nations and local authorities UK-wide; the Nations and Regions Group established by Government and LOCOG

1 From “Olympic Park Legacy Corporation: Proposals by the Mayor of London for public consultation” – GLA Feb 2011
to achieve maximum benefits from the Games and their legacy across the UK; the Games’ sponsors and other businesses; and many third sector organisations.

Finally, in April 2011, the Government published its Legacy plan\(^2\), which sets out the legacy vision for the 2012 Olympic Games and Paralympic Games, and the detailed plans underpinning it. The Government stated that it was committed to making the most of the Games for the whole of the UK.

Overall, it appears that the plan will see £135 million of Lottery funding spent on facilities, protecting playing fields, volunteering programmes and extending access to Olympic sports over four years starting in April 2011. Of that sum, £98 million is previously unannounced and £37 million comes from Sport England’s existing budget.

It is clear therefore that the legacy will be an issue that is taken seriously by all the delivery participants and it is hoped that Waltham Forest will see its fair share of the final outcome.

“In 2012 we will jointly host the biggest sporting spectacle in the world. The development of the Olympic Park will result in a legacy of thousands of homes and the largest urban park created in Europe for 150 years. In addition, nearly 30,000 new permanent jobs will be created once Stratford City is completed. Canary Wharf is set to double in size providing further confirmation that the eastward shift of London’s wealth and regeneration is about to reach us.”

- Waltham Forest Sustainable Community Strategy, 2008

\(^2\) Places People Play, London 2012, April 2011
Findings

The findings of the Olympic 2012 Legacy Panel are arranged under eleven themes. Of these the first seven relate directly to the scope or core themes of the panel and the latter four are related elements that may have been discussed briefly or were noted peripherally in the discussions.

a) Skilling up local people/employment opportunities, LSC, apprenticeships, NEETS

Pre-employment Training Provision:

The pre-employment training provision will offer short courses in areas of employer demand and where there are shortages of skilled labour in London using funding from the LSC, other public sector bodies and employers' contributions.

<table>
<thead>
<tr>
<th>Job Type</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operatives</td>
<td>139</td>
<td>185</td>
<td>232</td>
<td>556</td>
</tr>
<tr>
<td>Rail workers</td>
<td>69</td>
<td>92</td>
<td>116</td>
<td>277</td>
</tr>
<tr>
<td>Carpentry</td>
<td>245</td>
<td>327</td>
<td>409</td>
<td>981</td>
</tr>
<tr>
<td>Steel workers</td>
<td>208</td>
<td>277</td>
<td>347</td>
<td>832</td>
</tr>
<tr>
<td>Pre steel &amp; screed</td>
<td>280</td>
<td>373</td>
<td>466</td>
<td>1,119</td>
</tr>
<tr>
<td>Dry lining</td>
<td>109</td>
<td>146</td>
<td>182</td>
<td>437</td>
</tr>
<tr>
<td>Scaffolding</td>
<td>101</td>
<td>135</td>
<td>169</td>
<td>405</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,152</strong></td>
<td><strong>1,536</strong></td>
<td><strong>1,920</strong></td>
<td><strong>4,608</strong></td>
</tr>
</tbody>
</table>

Post-employment Training and Progression:

Training opportunities will be available to organisations and individuals already employed within the construction industry. The forecast below is based upon the peak labour demands of the Olympic Park.

<table>
<thead>
<tr>
<th>Job Type</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apprenticeships</td>
<td>150</td>
<td>200</td>
<td>250</td>
<td>600</td>
</tr>
<tr>
<td>NVQ Level 2</td>
<td>900</td>
<td>1,200</td>
<td>1,500</td>
<td>3,600</td>
</tr>
<tr>
<td>NVQ Level 3</td>
<td>244</td>
<td>325</td>
<td>406</td>
<td>975</td>
</tr>
<tr>
<td>NVQ Level 4</td>
<td>68</td>
<td>90</td>
<td>113</td>
<td>271</td>
</tr>
<tr>
<td>Assessor T&amp;D</td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>120</td>
</tr>
<tr>
<td>Dry liners</td>
<td>113</td>
<td>150</td>
<td>188</td>
<td>451</td>
</tr>
<tr>
<td>Scaffolding</td>
<td>300</td>
<td>400</td>
<td>500</td>
<td>1,200</td>
</tr>
<tr>
<td>EWPA</td>
<td>56</td>
<td>75</td>
<td>94</td>
<td>225</td>
</tr>
<tr>
<td>Security Plus</td>
<td>300</td>
<td>400</td>
<td>500</td>
<td>1,200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,161</strong></td>
<td><strong>2,880</strong></td>
<td><strong>3,601</strong></td>
<td><strong>8,642</strong></td>
</tr>
</tbody>
</table>
In summary forecasts, as in the Application in Principle to the LSC submitted in April 2009, for pre employment training provision and post employment training suggest that over 3,000 people will receive training per year for the first 3 years of operation.

b) Employment legacy

Our Sustainable Community Strategy stated:

“In 2012, we will be under the world’s spotlight as we host the Olympic and Paralympic Games. We also need to help our community to take advantage of the thousands of job opportunities at Stratford City, as well as the housing and employment being created along the Lea Valley.”

In legacy post-Games, it was also suggested from various sources that there will be also be an ongoing call on a variety of core skills/expertise in the areas of cultural tourism, large scale event management, business development, community cultural engagement and youth participation.

Figures published in June 2008 indicated that some 446 local people from the five host boroughs were then working on the Olympic Park site and noted that the site was expected to have some 9,000 construction workers on-site by 2010.3

At the July session, it was noted that 187 Waltham Forest residents worked on the site, representing 5% of the total workforce and second highest of the 5 boroughs after Newham. At the end of December 2009 the Waltham Forest figure had shown a satisfactory rise to 263. 20% of the workforce is from the 5 boroughs. The rest of the workforce was made up of workers from all over the country and world.

Evidence given at the March meeting in 2010 suggested that to December 2009 the number of people from Waltham Forest who had worked on the Olympic Park for more than 5 days since April 2008 was 512. This figure did not include data for the Olympic Village or Stratford City.

Since April 2008, when the ODA began to measure the construction workforce on site, the proportion of WF residents engaged has consistently been in a range of 21% to 23% of all 5HB residents. This represents between 4% and 5% of the Olympic Park workforce as a whole.

c) Waltham Forest National Skills Academy for Construction

At the March meeting evidence was offered on the Waltham Forest National Skills Academy for Construction NSAfC which was taking shape in the south of the Borough. After a £7.6 million investment, the centre opened in winter 2010/11 offering industry-driven courses for up to 100 students at any given time.

It was noted that it will be a regional hub for specialist construction skills offering training to the populations within a Regional catchment and although construction is well underway on the Olympic Park site, the developments to the park in legacy and beyond could provide construction employment opportunities for many local people.

The Operator will be tasked with ensuring links are made to existing employers and contractors, especially in connection with the Olympic Park and major projects such

---

as Crossrail. Training provision will need to meet the immediate skill and provision gaps such as:

- dry lining
- carpentry forming
- general maintenance
- scaffolding and steel erection
- health and safety
- roofing and glazing
- plant/ground work operations

By the time the Panel had completed its sessions the Construction Skills Centre was still to be officially opened, however, reports suggest that the figures have improved substantially as a result of its existence.

The Panel noted that while it may have overrun on completion, the eventual opening of the centre is a very satisfactory outcome of the Games and will represent an excellent social and employment legacy moving forward from the Games platform.

d) Physical area - street scene upgrades, Leyton, Leytonstone, NOF

Waltham Forest and our partners are working on plans to ensure that the neighbourhood in and around the South of the Borough capitalises on the investment in the region as a result of the staging of the Games.

In 2009 it was recognised by key funding bodies that in particular Leyton and surrounds, sitting on the immediate fringe of the Olympic Park, was in need of better quality public realm to attract further inward investment, strengthen the town centre and foster a better sense of civic pride. More generally, it was recognised that as a key ‘gateway’ to the Olympic Park the area was in need of general improvement to provide a better impression of the area during the Olympic experience.

Established to drive physical, social and economic benefits from the activity within the Olympic Park and Stratford City, the Northern Olympic Fringe is a defined regeneration area which includes sections of Cathall, Leyton and Lea Bridge wards. A NOF regeneration board is in place and is working toward the Northern Olympic Fringe (NOF) and Lea Bridge Area Action Plan (AAP) to form part of the Council’s Local Development Framework, which will coordinate investment and planning in the area. The major aim for the AAP will be to channel investment so that local people have greater opportunities, in the form of jobs, homes, services, open spaces, and public realm improvements.

In the lead up to the Games, the Panel recognises that Waltham Forest Council has made significant progress in securing investment to improve the public realm and streetscape in the south of the Borough, and is making good progress in delivery of its various schemes.

Notwithstanding important issues raised by the Panel amongst many others around the north-south linkages, Central and regional government and other funding bodies including TfL have also acknowledged the Council’s call for better north-south and east-west movement, strengthening Leyton town centre linkages and improving links between the Olympic Park, Lea Valley, Wanstead Flats, Hackney Marshes and Epping Forest.

It was noted that the total investment secured for these interventions to date is around £14.4 million.
Of this money, £4m has been allocated for improvements to Leyton High Road from Drapers Field to Leyton Cricket Ground to commence spring/summer 2011, £2.25 million for works on linkages around Ruckholt Road, which started in August 2010, and £1.75 million for improvements works in Cann Hall Road/Crownfield Road, which started in October 2010. High Road Leyton will benefit from £400,000 of funding to transform at least nine shop fronts as part of a pilot scheme.

£2 million is set to improve the area outside Leytonstone tube station, as well as High Road Leytonstone and Leytonstone Road - also recognised as a key route into Stratford and the Olympic precinct. Work began in January 2011.

Other improvement works within Leyton and Leytonstone include improving street lighting, removing clutter, renewing pavement surfaces and adding more planting.

While not physically within the borough boundaries, the Panel regarded the legacy of the actual Olympic Park as a key benefit and part of the ongoing legacy for the area. The redevelopment of the facilities will create a readily accessible and beautiful sustainable space for the enjoyment of the local community after the Games.

e) Sports facilities - Eton Manor, Drapers Field

Eton Manor, in Leyton, is a small part of the borough that is actually in the Olympic Park, and is in the process of being transformed as part of the Olympic Park. During the 2012 Games time this area will be used as a training venue for Olympic Athletes and 5 temporary swimming pools will be erected and it will host Paralympic Tennis on 12 courts.

In Legacy, particularly in terms of sporting facilities, it is one of the success stories for the Borough in that it will become an elite and community sport venue with four indoor and six outdoor tennis courts, two international standard hockey pitches, five-a-side football pitches and a mountain bike trail. It will be connected to Hackney Marshes and the rest of the Olympic Park by 2 bridges. This represents £40m of investment.

With regard to Drapers Field it was mooted at the time that it would be needed for the duration of the games as a “back of house” support plant and the services added that they were looking closely at reinstatement and compensation issues.

Marsh Lane area was briefly discussed by the Panel, mainly in relation to the fate of the allotment holders following the games. The Members noted that that they should not be significantly disadvantaged going forward as a result of the Games development.

Apart from that, subject to planning approval, evidence suggested that services were working to secure investment for sport facilities and open spaces in other parts of the borough, for instance Drapers Field and Chobham Academy were noted.

f) Transport network improvements (and Hall Farm curve)

The Council’s position – which has stood since about 2002 - is that the Olympic site at Stratford is currently poorly served by public transport from most of Waltham Forest and in particular there are no direct rail services.

The Chingford to Stratford Rail Line and also the reopening of Lea Bridge Station would bring the significant benefit of much improved public transport access to Stratford from all parts of the borough. It would also go some way to connecting the
borough’s town centres. A feasibility study carried out early in 2010 concluded that it would bring significant passenger demand and usage at an estimated cost for both schemes in the region of £24.3 million.

The Council wishes therefore to see the reinstatement of the Hall Farm Curve (approximately 800 metres of track that was removed some years ago) and the reopening of Lea Bridge station to enable residents of the borough to be provided with a viable rail service to access the Olympics site, Stratford City development and the Lower Lea Valley area generally.

Colleagues from TfL attended the meeting on the 16th March 2010.

TfL gave evidence to the Panel on schemes that were both part of the Olympic Legacy and which benefit Waltham Forest, for example the North London Railway Infrastructure Project or the Hackney Interchange scheme.

TfL stated controversially at that time that it did not consider the Hall Farm Curve to be an Olympic Legacy scheme however they did note that Lea Bridge station was scheduled for 2017. Given the way the rail industry is funded, it is very unlikely that funding for the scheme could be found and construction to be carried out to enable it to be delivered in advance of the Olympics. The Hall Farm Curve is more likely to be funded through the next High Level Output Specification (announced in summer 2012 and covering the 2014-2019 funding period for the rail industry).

Meanwhile, the line taken by correspondence generated within the Borough including that related to the Olympic legacy states that the borough continues to work toward the reinstatement of the Hall Farm Curve to allow rail services to run from Chingford to Stratford via Walthamstow and Lea Bridge. The business case for re-instatement has strengthened considerably in recent years with the ongoing development in the south of the borough.

There are many benefits that have been identified as accruing to the Borough from the reinstatement of this short piece of track – none the least of which would be the greatly improved access it would provide for the residents of the borough to take advantage of the Stratford City developments – not only in terms of the retail experience, but also the job opportunities that will doubtless roll out from that.

There is also an additional benefit that may have an ongoing longer term effect – in terms of tourism. The fact that the Olympic Park and Stratford area will attract people to the area and it will be actively promoted through such organisations as Visit London, it is not hard to see therefore that with the right promotion there is a potential knock on that people may wish to explore further afield locally, particularly if there are effective and direct transport links thereby potentially producing a return for local precincts.

It is also not difficult to see therefore that it should also have an immediate positive impact upon the current traffic volume pressures that we see on that spinal route through the borough to Stratford.

There is also a case that could be made to say that direct transport links to the Olympic Park will potentially strengthen our position in terms of attracting businesses and inward investment into the borough because of our immediate proximity, with corresponding long-term legacy benefits.
It was recently reported to the Finance sub-committee\textsuperscript{4}, which has taken on several issues around the Games delivery from the Panel:

1.1.1 The Council is therefore progressing the following actions to seek the inclusion of the Chingford to Stratford rail scheme in the national rail programme for the period 2014 – 2019:

- negotiations with Network Rail to raise awareness of the scheme in the context of the London and South East Route Utilisation Strategy
- lobbying for the support of the London Mayor, Greater London Authority and Transport for London for the scheme
- liaising with the Department for Transport at a senior level to ensure consideration of the scheme in the HLOS process
- canvassing of local members of parliament to lobby for the scheme through the appropriate political processes

The panel supports fully any activities by services and stakeholders to bring this long term benefit to fruition and makes recommendations to that effect in the later section.

Leyton Underground station was another area of conjecture for the Panel, inasmuch as TfL noted it did not have plans in the schedule of works before the Games. The sub-committee saw it as a priority to resolve

The station currently regularly suffers from overcrowding, closures and a build-up of commuters along the High Road at a busy pedestrian crossing outside, presenting serious health and safety risks. Forecasts of growth in rail network usage supplied by Transport for London suggest an increase in patronage of 15\% from 2009 to 2016. In short, in its current state the Leyton Underground station is not fit for purpose.

In 2005 a commissioned study concluded that a total of £10.9 million should be spent on a new station concourse, interchange improvements and CCTV coverage.

The latest information to hand suggests that regular liaison with TfL by officers has yielded little to date with TfL maintaining their position as stated to the Panel that capital investment in the station is not a priority and that funding is scarce for this section of the Central Line. Officers are currently exploring the potential for private-sector contributions from large-scale development in the nearby area.

The Panel also briefly considered and welcomed the minor improvements in progress at the time and planned for the Leyton Midland Road overground station.

\textbf{g) Cultural legacy}

At the final March 2009 meeting, Clive Morton gave evidence around the new Waltham Forest culture strategy and the aims for a tangible legacy from the Cultural Olympiad.

The Cultural Olympiad is looking to engage millions of people in the Games through projects in the art, film, music, digital and museum sectors. It will culminate in the London 2012 Festival running from June until September 2012, which will be the opportunity for everyone to be a part of the celebrations of the Games to leave a lasting legacy for culture and the arts in the Olympic area and the UK.

\textsuperscript{4} Northern Olympic Fringe (including 2012 precept), Leon Welford, Finance sub-committee May 2011
Locally, the Council was hopeful that there would be a tangible sport, art and culture human legacy left behind and officers were committed to attracting and delivering at least one of these regional/national festivals in the borough. It was also hoped that this would in turn attract regional festivals to London after the Games.

h) Sports participation

In 2005, when London won the bid, sports participation in East London was amongst the lowest in the country. With high levels of social and economic deprivation, poor transport infrastructure and a dearth of adequate sports facilities, growing participation in East London was one of the biggest challenges facing the legacy partners. Their figures claimed that by 2007/8 the numbers of adults in the region participating three times a week increased by nearly 80,000 from that 2005 baseline.

The Panel generally agreed that caution was needed when announcing any increase in sporting participation as a result of the Olympic Games. One of the key targets to achieving the mass participation sporting legacy will, in part, be ensuring that those groups currently under-represented in sport have the opportunity to take part – such sectors as women, black and minority ethnic groups and people with a disability were noted.

Sport England have long term targets for participation and it cannot be claimed that both Sport England’s long term strategy and an Olympic legacy are responsible for increases in pre- and post-games participation. The Olympic legacy must differentiate itself from other targets in order to be measurable.

A recent London Assembly report found that the Mayor faces an uphill struggle to meet ambitious targets to get more Londoners involved in sport in run up to 2012 Games\(^5\). It states that despite a slow start, the Mayor and his Sport Commissioner have made progress recently on delivering his £15m sports fund. While relatively small, the report recognises that the Mayor’s fund has the potential to fill strategic gaps in provision and influence the way other funds are spent, but was too soon to say at that juncture whether it had been effective. On the evidence from previous Games, the report concluded that achieving a sporting legacy will be very difficult, especially in the context of public spending cuts. The report follows on from a previous EDCST report that found that holding the Games, in itself, did not increase sports participation.

In many ways it was seen that by creating specific projects to empower people to be more active - providing facilities and opportunity to do so - would be a more tangible and measurable legacy than a participation increase.

i) Renewable and sustainable legacy

The Panel did take brief evidence on issues relating to this as a side issue to the core themes.

The energy centres on the Olympic site is set to become a potential heat hub for a District heating network representing a significant “green legacy” from the staging of the Games. These are simple and effective technologies capture surplus heat and deliver it to local homes and buildings to provide their heating and hot water requirements.

---

\(^5\) A sporting legacy for London?; Economic Development, Culture, Sport and Tourism (EDCST) Committee, Feb 2011
It was noted that some time before London had even been awarded the Olympics, all of the Energy Managers of the relevant boroughs associated with it were called to a meeting in Docklands to discuss the uptake of Decentralised Heating in the area. This was to discuss how much the boroughs could possibly take in the way of heat, and where the excess energy generated would be likely to go once the demand from the Games had subsided.

At the time of writing, plans were being made to lay pipes from the Olympic site to homes and businesses in Stratford High Street. Further expansion of this network could see potential to linkages throughout the Thames Gateway. The Mayor has a target to generate 25% of London’s energy locally by 2025.

Probably as a side note, at the time there were proposals for a large iconic wind turbine in the south of the borough and it is understood that another was mooted for the north as well. At the time of writing it is safe to say that any proposals for wind turbines had been shelved for probable reasons of unpredictability of winds locally and the relative ineffectiveness of smaller scale wind plants or singular turbines.

j) Social housing legacy

While it was not directly highlighted in the evidence given by officers, nor was it a specific focus of the Panel, however it was broadly welcomed by members that there will be a legacy of social housing arising from the Olympic Village to be shared amongst East London boroughs after the Games. There are 1300 homes being developed as part of the Olympic village and these will be converted to general needs housing after the Games. Approximately 50% of these will be affordable housing and there are discussions about how these will be allocated when they are completed. Members of the Panel appreciated any efforts to reduce local social housing waiting lists.

k) Sponsorship and income streams

This issue was not in the specific terms of reference for the Panel as it was addressed broadly within the activities of the Finance scrutiny sub-committee, which sought to ascertain the financial benefits that would accrue to the area over a series of meetings from 2010 onward.

A recurrent theme from officers throughout the evidence was that it was hoped that inward investment would be attracted by initiatives such as the Centres of Excellence (the Construction Skills Academy), the staging of events such as festivals at the Cultural Olympiad, the knock on investment as a result of the proximity of the Borough to such a large scale regeneration project and so on.

The Northern Olympic Fringe area is recognised by strategic partner agencies such as Greater London Authority (GLA), Olympic Park Legacy Company (OPLC) and the Lea Valley Regional Park Authority (LVRPA) as a key focus for inward investment in the Lower Lea Valley.

The point was also regularly made that strengthening 5HB partnership into a long term group will work to support sports, arts and culture across the 5 boroughs – with the possible development of a development agency down the line that works across the 5 boroughs which could work to bring in further inward external investment for local industry both in the run up and following on from the Games.
Some concern was expressed around the fact that the Borough was not able to take advantage of the branding and sponsorship opportunities around the Olympic logo and at the time and as a result all 33 boroughs were in negotiations for the rights. The Olympic Federation guards the brand very carefully – as major sponsors pay a lot to use it.

[The Finance sub-committee is still taking reports on the issue with the last being in May 2011 – please refer for further information].
Conclusions

As a result of this short time-limited investigation, in the following section you will find several recommendations around the key focus themes of training, employment and infrastructure. They are intended to both reinvigorate and re-charge efforts in the short time available in the lead up to the Games and also to offer further ideas for taking advantage of and maximising benefit for the community moving forward from the actual main event.

It is clear that Waltham Forest will benefit in some way purely by virtue of its geographical proximity to one of the largest and most dynamic of UK redevelopments in recent years. What is not so clear is the scale of that benefit and indeed whether we have maximised the opportunity locally from the increased opportunities for business generated through the reconstruction and higher profile from the Games.

The Panel concludes that the local services had been, possibly out of necessity, somewhat reactive to political changes at both local and regional level. The problem is not unusual inasmuch as often good proposals and strategies are driven off course by political timescales and changing priorities. This may have redirected resources away from key activities and could even have halted the momentum of the potential benefits maximisation process for the Authority in some areas. In the view of the panel, more consistent strategic management could have made better progress with regard to the results for the Borough.

The panel has concluded that in many ways, while we as a borough could have been perhaps much more proactive in seeking direct front-end legacy derived from the staging of the games, it is still not too late to take advantage of the sustainable social, economic and environmental structural benefits that should accrue as a result of the developments on our doorstep.

However, unless long term strategies and networks are put in place for locals, there is a risk they could miss out on many of these potential benefits.

“Over the next 10 years, the 2012 Games and the regeneration of parts of East London will transform the land and development economics of Waltham Forest. New opportunities will arise to revitalise areas of our borough, such as the northern Olympic Fringe and parts of the Lea Valley. We need to identify and release development opportunities that will draw in private investment. Our challenge is to work strategically in the region and sub-region to build relationships with neighbouring boroughs, development agencies and developers. This will help us maximise the benefit of regeneration schemes and ensure that the wealth created is enjoyed by everyone in our community.”

- Waltham Forest Sustainable Community Strategy, 2008
Recommendations

Based on the findings of this review, the 2012 Olympic Legacy Panel makes the following recommendations for referral forward by the Scrutiny Management Committee if agreed:

Recommendation 1
At a regional and local level, Waltham Forest should continue its partnership in some form with the 5 Host Borough (5HB) partners with a view to positively promoting the area, sharing information and engaging in good practice in order to create further synergies and maximise potential legacy and return on investment moving forward from the Games. The partnership aims should reflect the priorities, energy and commitment of the local community and actively seek to gain support from a wide range of government and non-government partners.

Recommendation 2
The Leader of the Council, Portfolio Holder and the Chief Executive should continue to show their commitment and support by attending key meetings and through public statements to maximise the benefits of the Olympic and Paralympic Games and their legacy and capitalise on the opportunities the Games present for the London Borough of Waltham Forest.

Recommendation 3
Cabinet, Members, local services and stakeholders should continue to vigorously pursue strategies to maximise potential sustainable employment opportunities - utilising all available networks - to ensure local residents fully benefit economically from the huge ongoing redevelopment of the Stratford City and Olympic catchment areas not only in the lead up to the Games, but also continuing on after the Games concludes.

Recommendation 4
Following the Games, Cabinet, local ward Members, senior management and local strategic partners should rigorously pursue a direct rail link between the middle and north of the borough to the Stratford City development to ensure that residents have the fullest opportunity to realise the expected employment legacy of the programme. If it is not the reinstatement of the Hall Farm curve, then further creative alternatives should be explored.

Recommendation 5
The Chief Executive, with the support of the 2012 team, should ensure that there are appropriate exit and benefit management strategies put in place to ensure that the legacy issues are carried forward to realise maximum ongoing benefit realisation once the 2012 team has been de-commissioned. Ideally, Cabinet should be kept regularly appraised on the progress of all legacy related projects to ensure that it does not drop off the corporate agenda.

Recommendation 6
The Chief Executive and Leader should ensure that for future large scale events our “bidding team” skill set includes adequate commercial awareness and sufficient negotiating expertise to drive a good deal and maximise expected local outcomes where there is a need to promote the broad interests of the borough in a competitive tendering environment – including but not exclusively in terms of finding sponsorship, funding, inward investment opportunities, event staging, regeneration and physical infrastructure legacy.
Recommendation 7
The Chief Executive and Cabinet should ensure that for future large scale events that there is early proactive engagement with all relevant local, regional and pan-London groups to ensure that the interests of the borough are rigorously advocated and benefits are maximised.

Recommendation 8
The Chief Executive and Cabinet should ensure that the Borough and in particular local authority services are well placed in negotiations to fully benefit where practical from future development of the district heating network and any other sustainable green energy legacy from the Olympic Park site.

Recommendation 9
The Chief Executive and Cabinet should ensure that the Borough and in particular local authority services are well placed in negotiations to fully benefit from future allocation of the legacy Olympic Park housing stock.

Recommendation 10
Local Authority Cultural Services should look to establish and sustain a regular annual cultural flagship event within the borders of the Borough on the back of those undertaken as a result of the Cultural Olympiad.

Recommendation 11
The Local Authority should look to actively promote and encourage all Waltham Forest business related forums and businesses to look to make their products, services and employment opportunities as accessible as possible both in time for and following the Games period in order to maximise the associated benefits of the 2012 Olympics and Paralympics.

Recommendation 12
The Chief Executive, with the support of the 2012 team and related services should assess whether the legacy benefits originally forecast have been realised and look at the variance between expectations and actuality with regard to that legacy. The report should update on progress against the Recommendations outlined in this report and should also explore what further opportunities may be or are being pursued by the Borough in the post-2012 period. A cost/benefit analysis will help evaluate the return on the investment from having been a Host Olympic Borough. Finally, the report could highlight areas for improvement for future events. This report should be presented to the Scrutiny Management Committee within a practical timescale following the Games around September 2013.

NOTES to Recommendations:
1. All recommendations will be reviewed by Scrutiny Management Committee before being referred onward if they agree them.
2. While Cabinet is not obliged to accept recommendations made by Scrutiny bodies, in the event Cabinet does not accept any recommendation it is obliged to advise the Scrutiny Management Committee of the reasons for rejection.
APPENDIX 1
Summary Notes of Evidence Sessions

25 Nov 2008
Olympic Overview / “Big” Themes / NOF Masterplan

Witnesses: S Sentain; J Elliot (Urban Futures)

Additional Highlight Points made by external witnesses:
- Lea Bridge Rd and surrounding area is part of the NOF plan and links with the Lea Bridge masterplan.
- Funding strategies may need to be reviewed in the light of current economic conditions.
- Planning and enforcement powers will be reviewed and strengthened where necessary to address issues around environment and locality appearances – eg. property improvements, shop front initiatives.
- Hall Farm curve is still in the overall plan for the Waltham Forest team to pursue.
- A regulated plan to increase volume and range of housing available for accommodation in the area will be introduced.
- The Leyton Mills and station area is a key area to improve in terms of linkages, access, security and policing and is a central part of the plan.
- The future use of the Eton Manor green space and the relocation of allotments will be an issue to be addressed in the longer term.

Other Discussion Points:
- Olympic calendar is set for the July to September period and could not be altered for Ramadan, etc.
- Olympic team could not be responsible for all concerns around the continued decline in quality of sports facilities in the borough.
- Young people should be the primary focus of any Olympic activity.
- Look at a presentation from the ODA if possible.
- Manor Park allotment holders should only be on the current Marsh Lane site until the completion of the games.
- Panel should take the extensive information offered and digest this with a view to returning with comments.

6 July 2009
Legacy / Employment and Training

Discussion Points around the presentation:
- The Pool and Track is a contentious issue – the pool itself is too short by Olympic standards – it may be useful as a training facility and features in the pre-games plans of the Olympic team. Direct investment and funding channels continue to be explored and the facility itself will be retained in one form or another.
- There are health and safety issues around Leyton Underground station which could lead to it being closed if overcrowding occurs. Options to upgrade and
modify are being explored though TfL does not have plans in the schedule of works before the Games. The sub-committee sees this issue as a priority to resolve before the Games.

- The case continues to be pushed for the re-opening of Lea Bridge station and Hall Farm curve – though the former appears to be further progressed and the future of the latter is uncertain. The station is scheduled for 2017 though the team is pushing to prioritise in time for the Games.
- £5.9M funding is due for the National Skills Academy for Construction (NSAfC) – the decision however has been slightly delayed owing to the recent difficulties experienced by the LSC. Estimates have 3000 to be trained in the first year of operation.
- Currently 187 WF residents work on site – 5% of the total workforce and second highest of the 5 boroughs after Newham. 20% of the workforce is from the 5 boroughs. The rest of the workforce is made up of workers from all over the country and world.
- We have approached various embassies with a view to offering to host teams in the borough.
- Consultation is taking place now to enable the team to maximise contact during the events season – for instance at the Mela, Green Fayre, Car Free Day, etc.
- The Local Authority will have extra powers around such things as the operation of (Houses in Multiple Occupancy) HMO’s, public realm and rubbish in front yards and so forth. These powers need to be introduced sooner rather than later to enable focus and bring about change in a timely and economical manner.
- More work needs to be done on the housing strand of the MAA.
- Joint working between the 5 boroughs is now much stronger than it was 18 months ago – very important for legacy issues.
- The policy of convergence offers the opportunity for east London to be brought into line in terms of the London average in the next couple of years – this will be an enormous achievement and will require sustained public sector investment.
- The Chief Executive expressed a desire to see a focus on activities – perhaps to 5 key legacy issues – that he will return in autumn to highlight.
- The legacy we leave for our CYP should be the focus of much of our attention – training centres, sports facilities, etc.
- All possible measures should be taken to identify and bid for possible funding sources to deliver local legacy.
- Site visit will be combined with a proposed visit by the Finance Overview and Scrutiny sub-committee.
- A report has been commissioned from Oxford Economics to forecast how many people are expected to pass through WF during the Games. Facilities and infrastructure must be able to cope with expected volumes.
- Marketing of the borough is a key activity that will require close campaign management and co-ordination. Care must be taken to ensure benefits outweigh the costs associated.
- Sponsorship is an area that is being worked on by the team - such initiatives as the Live Site and the Adizone have been successful to date. Consultants
have been engaged to advise on Phase 2 – estimated revenues as high as £3-4M per year.

- The shifting emphasis to public transport and out of cars strengthens the local authority case to improve local infrastructure.
- Priority routes will need the delegation of powers to the authority before these can be initiated.

16 March 2010

Rail Links / Culture Strategy / Legacy Update

Witnesses: A Kilburn; S Sentain; C Morton

Discussion Points:

- A Sheet of responses to enquiries from last meeting was introduced into evidence – circulated in papers prior to meeting.
- Peak employment period on site is expected to be around June of this year so the team will be busy trying to maximise the opportunity. Accurate and firm targets were requested by the Chair to be brought back.
- WF’s contribution is around 21-23% (less than a quarter) of the 5HB cohort on site – which itself represents around 4-5% of the total employment numbers on site.
- The Construction Skills Centre will be open from the 23/6/2010 – targeting 3000 throughput per year – this is more than was originally planned owing to greater levels of investment and a larger facility (£7.25M).

Witnesses: G Hobbes (TfL); J Dixon (TfL)

GH gave evidence on schemes that are both part of the Olympic legacy and which benefit Waltham Forest, for example the North London Railway Infrastructure Project and the Hackney Interchange scheme. He outlined some major works ongoing to increase capacity, develop links and improve access – for eg. the Angel Lane bridge, new Central Line platforms, new stock on the Nth London line, new tunnel to Woolwich, low level platforms and longer trains on the DLR (3-car project Bank to Lewisham), extending the E London line, new sidings at Orient Way, etc.

Discussion Points around the presentation:

- Leyton Underground station is not an Olympic station – a written update will be requested from Lucy Webster.
- The Leyton station issue has yet to have a satisfactory conclusion and is regularly raised at the TLG.
- There are safety issues that also need resolution at the station.
- Leyton Midland Road (LMR) station is being refurbished with improved CCTV provision, lights, platforms and also provision for permanent staff accommodation.
- LMR has been staffed since TfL took over in Nov 2007 – accommodation is currently temporary.
- The plan is to provide journey planners to direct people to designated stations – LMR is not one of those. Stratford and Westham are designated.
The Hall Farm Curve and Lea Bridge station are not in the Olympic Travel Plan – based on capacity studies there was no need judged for Lea Bridge station.

TfL have examined the pinch points for network congestion and two factors help to mitigate congestion. August is historically 20% below normal peak traffic and main events are programmed outside the peak hour travel times for the network.

Witnesses: C Morton

CM gave evidence around the new Waltham Forest culture strategy and the aims for a tangible legacy from the Cultural Olympiad. He presented a sheet (titled “Our Vision Priorities and Ambitions” which was reproduced from the strategy and was introduced into evidence.

Discussion Points:
- Stronger links with national sporting bodies are expected from the 5HB approach – with the added benefit that we are helping to deliver 8 sports programmes across the 5 boroughs.
- Hopefully this will attract inward investment like Centres of Excellence and so on.
- The Cultural Olympiad (which may be called the “Festival of Carnivals”) will be festival based.
- This will attract regional festivals to London after they are undertaken by region early in the year.
- We have a commitment to attract and deliver at least one of these regional/national festivals in the borough.
- It is a cross cutting theme to relate the cultural offer to the delivery of sports via the Olympics.
- The legacy may not be new buildings (at present there are no other new buildings expected from this aspect of the Olympics) but there will be a sport, art and culture human legacy left behind.
- There will be opportunities for sponsorship – venues, reviews, etc.
- There is a drive to tie the cultural strategy more closely to the regeneration strategy.
- It is envisaged that the strengthening 5HB partnership into a long term group will work to support the arts and culture across the 5 boroughs – with the possible development of a development agency down the line that works across the 5 boroughs which could work to bring in further inward external investment for local industry.

It was noted during discussion:
- WF is unable at this stage for legal reasons to actually use the Olympic logo to promote the Games in the Borough – this is true of all 33 boroughs as negotiations are ongoing for the rights.
- Olympic Federation guards the brand very carefully – as major sponsors pay a lot to use it.
- It is possible under some circumstances to use Olympic branding – for instance under specific Olympic sanctioned schemes such as the INSPIRE programme – but this is for NFP, voluntary and 3rd sector organisations.
- Although we are a lead on basketball there is no guarantee on any bricks and mortar basketball legacy.
• There are a number of facilities in the borough that could be made fit for purpose in terms of basketball provision.
• We now have a basketball development officer – to increase the level of activity, increase skills and build links with national and government bodies with the view to longer term opportunities.
• We need to look at the opportunities as they are presented.
• The Council is working to attract investment inward.

Witnesses: A Kilburn; S Sentain

SS presented a slide presentation which was introduced into evidence – to be circulated following the meeting.

It was noted during discussion:

• The Borough was developing a very strong case for the Chingford to Stratford link and while this work would not be complete in time for the games it could be regarded as a legacy in that it will generate benefit in the longer term – part of the economic development of the area.
• The project will cost around £22-25M and the Cost / Benefit and VfM analyses were strong.
• There has been a good response to the feasibility study from both TfL and the Mayor of London.
• The ODA has indicated the need to close Temple Mill Lane area for some weeks to complete major civil and building works in the area.
• The ODA has also indicated that Drapers Field allotments may be needed for the duration of the games – and the Council is looking at mitigation/compensation issues – which could also mean the complete refurbishment of the field once reinstated after the Games.
• It is to be used as a “back of house” support plant – not a car park – and should be for the duration of the games plus time to build and reinstate. Less than 2 years is envisaged.
• There are 2 key issues around the running of the park in legacy – debt and land – and as yet there is no agreement on who will have the powers and ability to drive the legacy forward.
• The structuring of the debt horizon will have a significant effect on the servicing of it and the legacy arrangements.
Stakeholder map of Olympic Delivery agencies

1.1 Olympic Delivery Authority (ODA): The Olympic Delivery Authority is the public sector body responsible for the delivery of the new venues and infrastructure required for the London 2012 Games.

1.2 London Organising Committee of the Olympic and Paralympic Games (LOCOG): LOCOG is the private sector company responsible for staging and hosting the 2012 Games.

1.3 Olympic Park Legacy Company (OPLC): The Olympic Park Legacy is the public sector, not-for-profit company responsible for the long term planning, development, management and maintenance of the Olympic Park and its facilities after the London 2012 Games.

1.4 5 Host Borough (5HB) Unit: The 5 Host Borough Unit coordinates joint working between Host Boroughs on a number of levels and drives work around the SRF (Strategic Regeneration Framework) & MAA (Multi Area Agreements)

1.5 5 Host Boroughs (5HB): The 5 Host Boroughs are boroughs in which the Olympic Park and majority of the Sport’s venues are situated; Newham, Tower Hamlets, Hackney, Greenwich and Waltham Forest

1.6 Government Olympic Executive (GOE): A unit within the Department for Culture, Media and Sport (DCMS), it leads the delivery of London 2012 Olympic Games and Paralympic Games. It reports to Tessa Jowell, the Olympics Minister (based in the Cabinet Office). The DCMS is also responsible for managing central Government funding for the Games and wider regeneration costs. In addition, the DCMS is in charge of bringing together the legacy benefits brought by all the wider sporting, cultural, environmental, educational and business enterprise initiatives that will take place all over the country as a result of the Games before, during and after 2012.

1.7 Department for Communities and Local Government (DCLG): A key central government partner in the development of the SRF and MAA, the DCLG have provided funding for public realm improvement.

1.8 Olympic Security Directorate: A directorate in the Home Office’s Office for Security and Counter Terrorism set up to coordinate an integrated approach to security at the 2012 Olympic Games and Paralympic Games. This directorate brings together several partner agencies to provide safety, security and resilience, and ensure there is one overarching programme of activity when delivering security nationally for the Games.

1.9 Greater London Authority (GLA): The Greater London Authority (GLA) is working to deliver the Mayor’s objectives for the London 2012 Games, ensuring that hosting the Games brings the best possible benefits for Londoners. The GLA is contributing £925 million to the Olympic Delivery Authority. This money will be spent on the regeneration, infrastructure and facilities that will continue to benefit Londoners for generations to come.

1.10 London Development Agency (LDA): The LDA is the Mayor’s agency responsible for ensuring that London and Londoners maximise the long-term benefits that hosting the Games will bring. In 2007 it met its commitment to
deliver the land for the construction of the Olympic Park and for the long-term regeneration of the Lower Lea Valley. It has provided £250 million towards the costs of the infrastructure and venues for the Games and is investing £220 million in the clean-up of the Park, which the ODA is managing on the LDA’s behalf.

1.11 Transport for London (TFL): TFL is the organisation responsible for transport in London. Its remit during the 2012 games is to improve the transport network by building roads, bridges, improving the Underground and Overground network to cope with the expected increase in users.

1.12 City Operations Group: The City Operations Groups is responsible for London-wide planning and preparation for the Games to ensure that the day to day operations of London as a City runs smoothly in the period before, during and after the Games.

1.13 The British Olympic Association (BOA): The BOA is the National Olympic Committee for Great Britain and is responsible for preparing and leading the nation’s finest athletes (Team GB) to the Games and developing the Olympic Movement throughout the UK.

1.14 International Olympic Committee (IOC): The IOC is a parent organization intended to localize administration and authority for the Games, as well as to provide a single legal entity which owns copyrights, trademarks, and other intangible properties associated with the Olympic Games.
Glossary:

5HB  5 Host boroughs
AAP  Area Action Plan
BOA  British Olympic Association
BPA  British Paralympic Association
DCLG Department for Communities and Local Government
DCMS Department for Culture, Media and Sport
GLA Greater London Authority
GOE Government Olympic Executive
HMO Houses in Multiple Occupancy
IOC International Olympic Committee
LDA London Development Agency
LMR Leyton Midland Road (station)
LOCOG London Organising Committee for the Olympic and Paralympic Games
LSC Learning & Skills Council
LVRPA Lea Valley Regional Park Authority
MAA Multi Area Agreement(s)
MPS Metropolitan Police Service
NEET Not in Employment, Education and/or Training
NOC National Olympic Committee
NOF Northern Olympic Fringe
NSAfC National Skills Academy for Construction
NVQ National Vocational Qualification
ODA Olympic Delivery Authority
OPLC Olympic Park Legacy Company
OPTEMS Olympic Park Transport & Environmental Management Scheme
OSMC Overview and Scrutiny Management Committee
STIG Stratford Transport Implementation Group
SRF Strategic Regeneration Framework
TLG Transport Liaison Group
TfL Transport for London
VfM Value for Money
WF Waltham Forest