London 2012 - What does it take to deliver a Legacy? A Practitioner’s Perspective

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Objectives

- Series of observations to stimulate discussion
- Personal view from within GLA Group
- Insight into what it takes to deliver a legacy and the practical tools and mechanisms involved
  - Context
  - Temporal dimension – key decisions, governance, programmes, policy frameworks
  - Lessons learned
The GLA Group’s role in the 2012 Games

The Mayor was:

- Co-chair of the Olympic Board and signatory to the Host City Contract.
- A national and international figurehead for the Games.
- Founder member of LOCOG & OPLC & a funder of ODA.

GLA Group responsible for

- Land assembly, master-planning.
- Legacy benefits to London.
- £6.5bn. transport investment.
- City Operations at Games-time.

- The Mayor established LLDC.
How London defined “Legacy”

convergence
Within 20 years the communities who host the 2012 Games will have the same social and economic chances as their neighbours across London
Learning from Best Practice from Past Games

- Host City needs to have a clear vision and rationale.
- Event a stage in a longer-term regeneration strategy.
- Legacy must be planned in from outset – benefits aren’t a given.
- Local, regional & nat. gov. actions crucial to benefits maximisation.
  - Successful long-term benefits maximisation depends on how event provides the stimulus for the market to work more efficiently.
  - Longer term benefits accrue only if you achieve legacy momentum.
Changing Political and Economic Context

- 7/7
- Change of London Mayor
- Major economic shock
- New Coalition government
- New period of austerity – constrained public sector spending & loss, or change of key infrastructure
- Abolition of RDAs as part of ‘bonfire of the quangos’
- Localism agenda and devolution – creation of LLDC...
- Re-election of Conservative Mayor of London
- Major changes in policy frameworks for work, welfare, planning, housing, education, health and local government
What does Legacy Look Like?
Legacy Timeline: Key Events & Milestones

2003
- LDA appoints team to develop Olympic Masterplan in London.

2004
- London shortlisted as 2012 Candidate City & LDA creates Olympic team.

2005
- JV Agreement signed to establish LOCOG.
- London wins right to host the 2012 Games.
- LDA establishes interim ODA in lieu of ODA being formally established.

2006
- ODA formally established.
- Olympic Park masterplan unveiled & CPO for land assembly approved.
- LDA given responsibility for maximising employment, skills, business development and tourism benefits.
- LEST 2012 Task Force & LSEB established; Compete4 concept developed.
Legacy Timeline: Key Events & Milestones

2007
- Land assembly achieved and handover from LDA to ODA.
- Government publishes legacy action plan: 5 promises.
- Olympic, Paralympic & Transformation planning applications submitted.

2008
- LDA appoints Olympic legacy masterplanners.
- LDA Olympic Legacy Directorate established.
- MOL publishes 5 Legacy Commitments.
- Compete4 project launched.

2009
- LMF launched & public consultation.
- OPLC established.
- Mayor’s Legacy Plan for Sport published.
- Strategic Regeneration Framework – “Convergence”.
Legacy Timeline: Key Events and Milestones

2010
- LDA transfer freehold of Olympic Park site to the OPLC.
- Emergency Budget announcing all RDAs to be abolished.
- OPLC launches modified LMF and legacy vision.
- LDA Olympic Legacy Directorate disbanded.
- Coalition Government publishes new Legacy Plan with 4 themes.

2011
- Mayor publishes MDC proposals.
- Mayor’s Transport Legacy Action Plan.

2012
- LDA ceases to exist & LLDC established as 1st UK MDC.
- Mayor’s Olympic Legacy SPG published.
- **Olympic & Paralympic Games!**
- LLDC becomes planning authority for the Olympic legacy area.
- New post-Games legacy structure established.
Governance (1)

- Olympic Board – strategic oversight of overall 2012 programme
- Nations & Regions Group - maximise UK engagement & benefits
- London 2012 Sustainability Group est. 2005
- LMF Governance and partnership working structures:
  • Olympic Park Regeneration Steering Group (OPRSG) linked to Host Borough Leaders & Mayors
  • Olympic Park Senior Officers Group
- Olympic and Paralympic Legacy Board & thematic Legacy Boards created March 2009:
  - Economic
  - Social
  - East London Legacy Board - reporting to OPRSG
  - Sport
- Post-Games - joint Gov/GLA Legacy Programme:
  - Legacy Cabinet Committee, Mayor’s Legacy Advisory Group
  - Joint Legacy Unit in the Cabinet Office
Governance (2)
Legacy Programmes

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Change Log

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Legacy Policy Frameworks - Olympic Legacy SPG & Transport Legacy Action Plan
Lessons Learned

- Cross-Party political support/consensus over the long-term is crucial - Games continue despite austerity.
- City plays a multi-faceted role in legacy and Games delivery.
- Importance of long-term strategic planning - legacy is not a given.
- Legacy definition - Golden thread of core legacy vision & narrative not changed, but being dynamically overwritten.
- Beware of talking up Legacy - important to manage expectations.
- Long-term vision for Olympic venues - research what’s worked but no guarantee of success.
- Delivering legacy is a nuanced process reflecting continuity and change
- Building good stakeholder relations early is key.
- Policy frameworks, governance structures, institutional and personal memory are all important for maintaining commitments around legacy.
- Cannot underestimate the influence of politics.
- Ultimately a temporal event within a dynamic context means you will never be able to plan for all eventualities.
Sources

- Five Legacy Commitments, Mayor of London, 2008
- London Plan, Mayor of London, July 2011
- Olympic & Paralympic Legacy: Strategic Regeneration Framework Stage 1, Five Olympic Host Boroughs, October 2009
- Olympic Legacy Supplementary Planning Guidance, Mayor of London, July 2011