



After the Goldrush: a sustainable Olympics for London

"ippr and Demos have well-deserved reputations for producing cutting-edge and innovative policy research, and I am confident that this research will help strengthen the London bid. Hosting the Games in 2012 would bring many benefits to London and the UK, but we must get the detail right from the outset."
Tessa Jowell, Secretary of State, Culture, Media and Sport

"To win, London's Olympic bid must be both globally and locally successful. We must combine international excellence with a lasting community legacy for London and the UK. ippr and Demos' research will address these questions directly – I look forward to reading their recommendations."
Sebastian Coe, Chairman, London 2012

Background

The Olympic Games is the biggest sporting spectacle in the world. If it is held in London in 2012, the eyes of the world will be focused upon the UK.

To maximise this opportunity, London's Olympic bid needs to embody excellence from the outset. London must affirm its credentials as a host city, providing some of the world's finest sporting facilities. It must also involve the local community from the outset and demonstrate how the Games can deliver long-term benefits in terms of employment creation, social inclusion, environmental sustainability, diversity and cultural renewal.

This project aims to strengthen the quality of the London bid, contributing towards making it a globally and locally successful bid. Through an innovative methodology, the project will combine the knowledge and insights of local community groups with the latest thinking and best practice from within the UK and internationally. The project represents a unique partnership between two of Britain's most respected and influential think tanks: ippr and Demos.

Both organisations have proven track records in the fields of sustainability, regeneration and urban renewal. We have highly skilled teams of researchers able to deliver top quality policy analysis and strategy development. Together we are ideally placed to assist the London team in unlocking the full economic, social and environmental potential of the bid process.

Through our research, we aim to provide a practical resource to the London bid team and the other key players by creating an independent space within which politicians, academics, civil servants, sports administrators, councillors, community leaders, NGOs and the private sector can debate the key issues and contribute to the bid process.

Policy Context

The starting gun has sounded in the race to host the 2012 Olympics. London is now committed to bidding, and under the leadership of Barbara Cassani has nearly completed its initial proposals.

In line with recent Summer Games, a London Olympic Games would need to provide more than just a sporting spectacle. The bid has been presented by the bidding company – London 2012 – as central to the future regeneration of the Lower Lea Valley (LLV). As Tessa Jowell, the Secretary of State for Culture, Media and Sport, made clear in outlining the Government's support, the Olympic bid must not simply provide facilities for elite sports. Similarly, London 2012's chief executive – Keith Mills – has said that the bid "has been designed to meet the requirements of the athletes during the Games as well as the long-term needs of the communities after the Games."

There is plenty of scope for innovative and independent thinking on how this will be achieved. The challenge of developing the necessary infrastructure for the Olympics also represents an opportunity. If the bid is ambitious, is shaped by the latest policy and practice and is inclusive of local community concerns, it has a better chance of delivering a lasting social, environmental and community legacy.

The notion that major sporting events should provide such a legacy has become increasingly important in recent years. Two recent Olympic examples stand out. Barcelona is seen as a model for using the Games as a tool for regeneration, and Sydney an example of promoting social and human rights issues alongside the Games itself. Closer to home, the recent Manchester Commonwealth Games were dubbed the 'Inclusive Games', and have provided a major boost to the run-down area of East Manchester, and have contributed to the social and economic fabric of the city as a whole.

Yet the argument that there is a 'trickle-down' of benefits from flagship projects to local communities must be balanced by the fact that there is a paucity of empirical research in this area. Policy makers and developers still have only a limited understanding of the mechanisms and processes through which positive social outcomes can be achieved. There is no ready template for how to do this, and more work is needed to identify how a massive flagship project like the Olympics could contribute to major policy objectives such as the Communities Plan and the Government's sustainable development strategy.

ippr and Demos are well placed to fill this research gap by bringing together politicians, academics, local stakeholders and those involved in developing the London bid, to identify how large-scale investment can be used to leverage maximum social gain. We are already engaged in the official public consultations for the Olympic bid, acting as independent reporters for the events organised by the masterplanning team.

Aims

This project has three primary aims. First, to provide an independent space where key stakeholders and other interested groups can discuss the Olympic plans and provide 'progressive' input into the bid process, which brings issues such as equity, social inclusion and sustainability centre-stage. Second, to combine the latest international thinking about sports-led regeneration with local community knowledge and insight to identify how a London Olympic Games could maximise its long-term social, environmental and cultural contribution. Third, to develop a detailed understanding of the local communities' hopes and fears regarding the Olympics.

Themes

Can the Olympics become an effective catalyst for sustainable urban renewal? This is a question that faces every host city as compromises are struck between the need for an immediate spectacle, and a longer lasting economic and social legacy. Our project aims to shape an Olympics that has an impact not just for two weeks, but for decades to come.

Our work will be organised around five themes, each of which will form the basis of a seminar and parallel programme of research:

1. The social legacy

The London bid provides an opportunity to involve a diverse range of people in delivering a project of worldwide significance. Can the Games help to reconnect people with their communities and civic institutions by uniting people in pursuit of a common goal? Can it help to bring about material change for the people of London, and in particular the Lower Lea Valley? As the Paralympics is an integral part of any Olympic Games, how might this provide an

opportunity to promote greater awareness and understanding of disability issues in the wider population?

Specific issues to be explored will include:

- *Social capital and community.* The bedrock of successful neighbourhoods is social capital and a strong sense of community. Can the Games provide opportunities for people to interact, work and play together in ways that will increase social capital? Can this process be maintained beyond the Games themselves?
- *Regeneration and community involvement.* The regeneration of the Lower Lea Valley will be driven by the Games, but the area will still be home to the local community afterwards. How can the bid secure the participation and support of local communities in key Olympic planning decisions that will affect their quality of life?
- *An inclusive Games.* Previous Olympics have endeavoured to deliver a socially-inclusive Games. Were they successful? How can we develop a convincing strategy for maximising participation in the London Games?

2. The employment legacy

A London Olympics will generate a large number of new jobs. But the bid must not rely on simple – and often untested – claims of numbers of jobs created. It needs to provide a more nuanced understanding of the employment needs of the Lower Lea Valley, and the employment potential of the Olympics. There is also a danger that a London Olympics will further stimulate growth in the over-heated South East, drawing in an ever larger share of jobs, investment and people. The Games must ensure that while it provides benefits to London, the needs of the other nations and regions of the UK, are considered also considered.

Specific issues to be explored will include:

- *Local employment needs.* What are the distinctive employment and skills needs of the Lower Lea Valley? How effectively can the Olympics contribute to these needs?
- *The type of employment the Olympics is likely to generate.* How do we ensure that new employment opportunities are not only limited to the duration of the games? What 'skills legacy' will the Olympics leave within the Lower Lea Valley?
- *Regional spread of benefits.* How can the economic and employment benefits of the Olympics be more widely shared across the rest of the UK?
- *Innovative training and employment examples.* Are there international models of best practice in linking skills training and employment to the development of flagship projects?
- *Global city.* What impact will the Olympics have on London's reputation as a global city? And how will this effect ordinary Londoners?

3. The environmental legacy

London and the South East face major environmental challenges, including:

- the need to accommodate hundreds of thousands of new homes while protecting heritage and the countryside;
- growth in traffic on already congested roads and over-stretched public transport;
- increasing energy demands and growing pressure on water resources;
- potentially significant effects of climate change and increasing risk of flooding;
- a growing mountain of waste while potential landfill sites are running out.

The Lower Lea Valley site is within the Thames Gateway growth area, the largest regeneration project in Europe. Building an infrastructure for the Olympics could add to the region's environmental problems or provide an exemplar of sustainable development.

Specific issues to be explored will include:

- *Transport*. What sort of transport infrastructure will be needed to ensure that people (regardless of accessibility requirements) can get to the Games while providing an inclusive and environmentally sustainable transport legacy? How can the aspiration to hold a 'car free Games' best be met?
- *Housing*. How can the Olympic Village be designed in a sustainable way? What lessons can be learned from millennium village projects in other European cities about high-density developments, with safe, high quality public space and affordable homes?
- *Consumption*. How can the consumption of energy and water be minimised during and after the Games, so the Olympic Village points the way ahead for the South East? Can the Olympic Village incorporate renewable energy and combined heat and power installations? What can be done to minimise waste and maximise re-use and recycling?

4. The cultural legacy

The IOC states that the values of the Olympic Movement are sport, environment and culture. In its broadest sense, culture is increasingly understood as vital to the creation of economically and socially vibrant places. London could use this opportunity to develop and promote a renewed vision of itself, just as Barcelona asserted itself as the Catalan capital, Atlanta as a global city, and Sydney as the environmental Olympics. The challenge will be to develop a vision that works globally *and* generates a sense of ownership amongst the communities in East London hosting the Games.

Specific issues to be explored will include:

- How could the Olympiad cultural programme that runs prior to and alongside the sporting events generate more long-term benefit for the host community?
- What are the distinctive cultural assets of the Lower Lea Valley and London as a whole? How can these be used to make London's Olympics distinctive?
- How can the Games successfully draw on and contribute to the different cultures and identities in the Lower Lea Valley, London and beyond?
- How can the Olympic values, such as internationalism and peace, contribute to local culture, for example through promoting tolerance and valuing diversity?
- How can the Olympics contribute to promoting understanding of disabled people's needs?

5. The sporting legacy

Past games have demonstrated the problems in re-purposing Olympic sporting facilities for wider community use. The London bid must draw on these experiences and identify a clear long-term plan for community use of new sporting facilities.

Specific issues to be explored will include:

- *Facilities*. How can we avoid building flagship facilities that are 'white elephants' after the games? What are the sporting needs of East London now? What are they likely to be in 10-20 years time? How are the principles of adaptability and re-use be designed into the Olympic infrastructure from the start?

- *Funding.* Whose responsibility is it to maintain the sporting facilities after the Games have finished? Will funding be diverted from other (grassroots) sporting projects to fund the construction of new Olympic facilities?
- *Participation.* How might the sporting interest generated through the games encourage people to participate in sporting activities more generally – as a way of tackling obesity and benefiting public health? What specific measures are required for disabled people?
- *Regionalism.* What role could pre-Games training camps dispersed across the UK play in contributing to local economies and communities? To what extent can certain events be held outside London or even the South East?

Methodology and timetable

The project has been carefully designed to contribute maximum value to the London bid at key stages in the process. The main elements of the work will be a number of public consultation exercises, a seminar series and a series of expert interviews, backed up by desk-based research and commissioned papers to inform discussion and debate.

Public involvement (November 2003 – December 2003)

Finding innovative ways of involving the local community will be an important ingredient in the success of the London Olympics. Local community involvement will strengthen the bid itself and help secure lasting benefits. Fluid, as part of the Masterplanning Team, have already begun this process. ippr and Demos are working with Fluid during this public consultation exercise, acting as independent reporters at each public meeting.

This work has already provided many useful insights for our proposed work programme. We intend to draw upon the results of this public consultation exercise in our seminar series, combining community hopes, fears and insights with the very best in international research experience.

We are also in discussions with Fluid about potential further public consultation work in 2004.

Seminar series (March 2003 – June 2004)

A series of high-profile seminars will be held under each of the five research themes. The first of these would take place in March 2003, with at least one following each month until June 2004.

The seminars will be attended by senior decision-makers drawn from government, civil service, the Olympic Bid Team, academic, sporting institutions, private sector, NGOs, community groups and the media. Their purpose will be to input local community knowledge and insights, inform the research process, raise the profile of the issues and generate wider public debate.

Commissioned papers, written by a representative of the relevant bidding team stakeholder, with responses from an external academic or policy expert, will be circulated in advance to frame each of the seminar discussions. The plans will therefore benefit from rigorous, informed and independent input that can only serve to strengthen London's Olympic bid.

Expert interviews (January – April 2004)

There is a wealth of insight to be gained from previous Olympics and other major events, and we plan to undertake a series of in depth interviews with key individuals from the Manchester and Edinburgh Commonwealth Games, the Sheffield Student Games, the Liverpool Capital of Culture team, and representatives from Olympic host cities, including Barcelona, Atlanta, Sydney, Athens and Beijing. It will also be important to draw on the expertise of representatives of the Lower Lea Valley and surrounding communities to ensure the research and its conclusions are informed by the aspirations of the host community.

Outputs and Dissemination

There will be two main outputs from the project. First, commissioned papers will be publicly available after each seminar. Second, an agenda-setting report will be published in September 2004. This report is scheduled to provide useful input to London's November 2004 submission of a fully-detailed Olympic bid. This publication would draw upon the seminar series, and would be augmented by the public involvement, desk-based research and expert interviews.

Throughout the process, ippr and Demos aim to provide an independent forum within which new ideas can be raised and presented to those developing the Olympic bid.

Funding Partners

The total budget for the project will be £65,000. A detailed breakdown of this is available on request.

We are looking to establish a consortium of 3-4 project partners, who will both fund and help to shape the project.

The combination of an exciting topic, an innovative methodology and ippr and Demos' track record in stimulating public discussion should ensure that this is a keenly debated project. Partners will be able to associate themselves with this public debate. Partners will have the opportunity to engage with the research during the life of the project, providing a useful exchange of ideas and discussion. They will also receive pre-launch copies of the final publication.

ippr and Demos will also work closely with project partners to secure substantial media coverage. A key communication objective will be to make this project a serious forum for public and opinion former debate.

The launch of the final publication will attract a range of opinion formers, drawn from politics, business, NGOs, the media and public services.

Project management

Effective systems of project management and quality control are essential to all ippr and Demos projects. Within this project, Tony Grayling, Associate Director at ippr will manage the overall work programme.

The research and partner liaison will be co-ordinated by Anthony Vigor, a Researcher at ippr, and Melissa Mean, a Researcher at Demos.

The project team

An interdisciplinary research team from ippr and Demos will undertake this project:

Tony Grayling is an associate director and head of the sustainability team at the Institute for Public Policy Research. He was a special adviser to the Minister for Transport, Gavin Strang MP, 1997-98, during the development of the transport White Paper *A new deal for transport: better for everyone*. Formerly, he was a policy officer for the Labour Party from 1994 to 1997 and was a researcher to Labour MPs Ron Davies from 1991-92 and Anne Campbell from 1992-94. From 2001-02 he was a Labour councillor in the London borough of Lambeth and briefly the executive member for community safety. His research interests focus on sustainable mobility, meeting social and environmental objectives.

Anthony Vigor is a researcher within the sustainability team at ippr. He joined ippr from the University of Manchester where he completed a PhD in the politics of regional economic development within the UK and US. As well as this international research experience, he is particularly interested in issues of devolution, economic development, urban regeneration and community development more broadly. Whilst at ippr, Anthony has worked on two projects: a new regional economic policy for the UK and the development phase for the opening of a new ippr office within the North East.

Louise Every is a research assistant with the sustainability team at ippr. A geographer by training, she has research interests in a variety of areas including sustainable transport, urban studies, difference and identity and space and place. She is completing her masters degree from the University of Arizona with a thesis on the cultural politics of indigenous representation at the Sydney 2000 Olympic Games. Louise has experience in research design, semi-structured interviews, participant observation, video production, qualitative analysis and a basic level of statistical analysis.

Matt Jackson is the research administrator for the sustainability team at ippr. Matt co-ordinates the sustainability teams seminars and conference programmes and manages the team's relations with funders. He co-edited a collection of essays on the growth of Supporters Trusts in Football, *Trust in Football* (ippr, 2003).

James Wilsdon is Head of Strategy at Demos, where his research interests include innovation, urban renewal and sustainability. Prior to joining Demos, he was senior policy adviser at Forum for the Future and special adviser to the UK Sustainable Development Commission. He manages a diverse range of Demos projects and partnerships, and his recent publications include *The Politics of Bandwidth* (Demos, 2002), *Monarchies: what are kings and queens for?* (Demos, 2002), and *Digital Futures: living in a networked world* (Earthscan, 2001).

Melissa Mean is a Researcher at Demos, where she leads a variety of projects on urban policy and renewal. Previous to joining Demos, Melissa was Government Affairs Officer for the RSPB, Europe's largest environmental NGO, where she worked on climate change, transport and urban policy. Melissa has also worked for Public Citizen in Washington DC on environmental justice and consumer rights issues. She holds an MSc in Public Policy from the London School of Economics.

Charles Tims is a Researcher at Demos, where his research interests include neighborhood renewal and urban policy. He recently co-authored a strategy for the development of social enterprise in the London Borough of Hackney and also played a pivotal role in the organization of the 'Boho Britain' conference earlier this year. He holds a first class degree in Modern History from the University of St. Andrews.

We would also involve a number of ippr and Demos associates, including Charles Leadbeater; Professor Richard Sennett; Lord Rogers, and Professor Richard Florida (author of "The Rise of the Creative Class")

Next steps

We would welcome the opportunity to discuss this proposal in more detail. Please contact Anthony Vigor at ippr on 0207 470 0020 (e: a.vigor@ippr.org) or Melissa Mean at Demos on 0207 401 5346. (e: melissa@demos.co.uk)

About ippr

ippr is a leading independent progressive think-tank. Through our well-researched and clearly argued policy analysis, our strong networks in government, academia and the corporate and voluntary sectors and our high media profile, we can play a vital role in maintaining the momentum of progressive thought.

About Demos

Demos is a greenhouse for new ideas which can improve the quality of our lives. As an independent research organisation, our aim is to create an open resource of knowledge and learning that operates beyond traditional parties, identities and disciplines.

Demos connects researchers, thinkers and practitioners to an international network of people changing politics. Our ideas regularly influence government policy, but we also work with companies, NGOs, colleges and professional bodies – any organisation that can make change happen. Our partners share a desire to understand a complex, globalising world, and to play an active role in shaping its future.

Like a greenhouse, Demos is open and transparent. We share our ideas as widely as possible, through books, seminars, conferences and the internet. As a registered charity, all our research is carried out in the public interest.

For Demos, the process is as important as the final product. We bring together people from a wide range of backgrounds to cross-fertilise ideas and experience. By working with Demos, we expect *all* our partners to develop sharper insight into the way ideas shape society.