



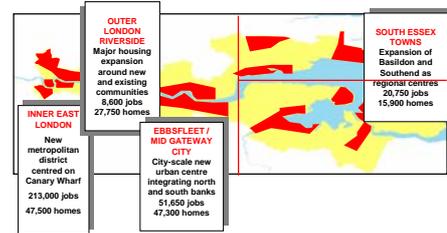
Strategic Research in London's Host Boroughs: preparing the ground for the Games

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Wider Regeneration Context



Europe's largest regeneration project

Forty miles from Tower Bridge to Southend Pier/City Hall to Chatham
Forty years looking for post industrial, post docks, post polluting future
Some of UK's most diverse, youngest, fastest changing, and poorest communities

Housing London's Olympic and Paralympic Games in 2012

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Non Olympic Inward Investment/Infrastructure

1980-2007

- ❑ Jubilee Line and DLR
- ❑ Canary Wharf
- ❑ Greenwich Peninsula
- ❑ London City Airport
- ❑ Royal Docks, UEL and ExCel
- ❑ Centre of Engineering & Manufacturing Excellence
- ❑ Channel Tunnel Rail Link 2007

2007-2015

- ❑ Stratford City/Centre
- ❑ Lower Lea Valley/Canning Town
- ❑ Silvertown Docks
- ❑ Royals Business Park
- ❑ Greenwich Peninsular
- ❑ Royal Arsenal
- ❑ Barking Town Centre
- ❑ Barking Riverside

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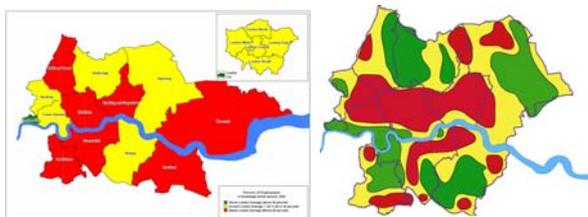
And now...

$$\left(\frac{100,000H + 200,000J}{15} \right) \pm (2012 \times \text{fnet}) = \text{Legacy}$$

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Employment in knowledge economy



low % high skill, high earning residents;
low % low skills and low pay benefits



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5 Borough Research Brief

- ❑ Commissioned by 5 Boroughs and ACE to
 - develop a joint strategic framework to inform the brief for the Cultural Olympiad, as part of London 2012 bid
 - identify and promote cultural agenda for the five local authorities and their communities
 - act as a helpful model in developing strategies and action/investment programmes for other parts of the Thames Gateway sub region.

- ❑ No declared process either within London 2102 or in the 5 Boroughs
- ❑ 3 months: a manifesto rather than a research programme
- ❑ Political influence rather than mapping or audit

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Political and organisational context

- ❑ Boroughs responding to complex planning process
 - 5 non aligned LAs to deliver simultaneous and consistent permissions to pave way for the bid
 - Joint Planning Authorities Team
- ❑ 5 work strands: skills and employment, sports and healthy living, education, community cohesion, culture
- ❑ Culture most marginal but highest profile and best animated
- ❑ Evolving political champions
 - a cultural cabinet
 - Role of the communications officers
- ❑ Over complex institutional governance, delivery arrangements

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Research and political processes

- ❑ Literature and comparator reviews
- ❑ Primary research confined to cross borough/cross sectoral meetings
 - agencies, practitioners, producers etc
 - International < community based
- ❑ Strengthening the role of cultural members and officers in the LAs
- ❑ Responding to continuous review with cultural cabinet

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Key findings

- ❑ *A lot of expertise and good practice in "people focussed" cultural activity in the five boroughs, alongside fearlessness and international reputation amongst artists, creative businesses and producers working commercially and at the leading edge*
- ❑ *Lots of good small strong stuff, well linked: clusters and networks rather than reliance on large national agencies*
- ❑ *Perfect fringe territory: off centre, eccentric, quirky, full of history, good for cultural tourists and explorers and right next to the wealthiest business districts*
- ❑ *Communities of tomorrow: hundreds of languages and cultures, in a place where people have come to make their futures*
- ❑ *Recent cultural investment – Hackney Empire, Ocean, Theatre Royal Stratford East, Stratford Circus and Rich Mix – represents the start of the much larger Olympic and Thames Gateway cultural investment programme.*

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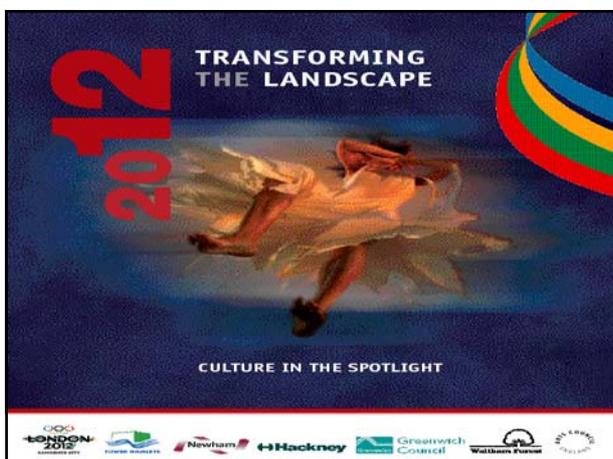
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Joint Cultural Framework

- ❑ Structures for creative and cultural sectors to work together, support bid, prepare for 2012
- ❑ Capacity building and skills development
- ❑ Connecting local talents etc to international opportunities
- ❑ Building on local distinctiveness and strengths
- ❑ Growing Olympic & Paralympic Fringe 2004-11
- ❑ Preparation for local communities, young people and marginalised groups (pre volunteer programmes etc)
- ❑ East Bank - new park, public space, cultural realm: on a par with London's South Bank

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Partnership development for 2012

- ❑ Joint Cultural Framework for Greenwich, Tower Hamlets, Hackney, Waltham Forest, Newham
 - Linked to education, sports/health development and skills/employment strategies
 - Launched with Mayors, ACE, London 2012 in Nov 04
 - Thames Gateway Cultural Forums (200+ groups) in October 2005, June 2006, March 2007
 - Development of Host Boroughs Cultural Partnership Board (5 LA's, LOCOG, ACE, Mayor's office, ELBA)
- ❑ Joint framework for 5 East London Boroughs (Bexley, Barking, Havering, Lewisham, Redbridge)
 - Linked to regeneration and sports/health
 - Launched July 2006

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Agencies or artists taking the lead?

- ❑ Practitioners Forums
- ❑ Framework consultation to autonomous voice
- ❑ Agencies and local authorities unwilling and/or unable to articulate, represent artists and cultural producers
- ❑ Expectation management
- ❑ Legacy organisations

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Eastbank

- ❑ London's park of the Future...its second cultural centre
 - London Eye to Tower Bridge = Stratford to the Dome, via the Olympic Park
 - London Eye to Tower Bridge = 15 m visits pa
- ❑ **Post Olympics = Stadium downsized, Watersports, Tennis, BMX/Velodrome, Basketball, Hockey, Media Centre, Olympic Village, Dome/O2 Centre, Park**
 - More commercial/mixed use
 - endowment/funding unclear/uncertain,
 - already attracting cultural/educational investments (eg Birkbeck)

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Eastbank builds on...

- Artists/ Creative Studios
- Film/Media Studios
- Printing, fashion
- Theatre, music dance etc
- Artists Studios
- Artists/ Creative Studios
- Music, Design Studios

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Area of primary focus

- ❑ Proposed main focus for SLLV hub activities
- ❑ Stratford to the area around Three Mills
- ❑ Leamouth and Canning Town
- ❑ Review of data and business data bases
- ❑ Street by street survey
- ❑ Review with intermediaries (studios/workspace)
- ❑ Local review meetings

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Pattern of creative business activity

- ❑ A large number of micro businesses and sole practitioners
- ❑ A large number of visual artists and others operating at the margin of the mainstream economy, but adding other qualities to the area
- ❑ A small number of large design, fashion, media companies in the area, some (e.g. film) on a temporary basis
- ❑ c700 CI businesses - c1700 "employees" - more hidden?
- ❑ Larger print industry and related companies do not see themselves as part of the creative sector
 - c1750 jobs
 - relocation = local job losses, and diminution of local supply chains

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Legacy

- ❑ Legacy models
 - London 2012 derived from IOC
 - 5 Boroughs minded to take a more systemic approach
- ❑ Legacy champions
 - Legacy Board in bid period
 - Process post award more opaque
- ❑ Legacy values derived both from IOC and macro principles and from local characteristics
 - local characteristics @ Bid: intuit/exploit
 - local characteristics @ pre/post 2102: exploit/reinvest
- ❑ Legacy facilities and legacy organisations

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LONDON 2012'S LEGACY STRATEGY

Creating a sporting and social legacy for future generations

❑ Performance sport ❑ Community regeneration

Environmental enhancement

Venue and facility legacy

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Note: Legacy includes wider infrastructure, e.g. transport and telecommunications, which are not in this assessment

Community regeneration will be built on six themes invigorated and supported by world class sporting legacy and pathways

Olympic Park

Community legacies flowing from 2012 Olympic Games and Park

C&SE London Zones of Olympic Opportunities

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Community regeneration supported by world class sporting legacy helps deliver sustainable communities

Healthy and active living taken to heart

Socially cohesive communities

Transformed reputation – people and place

International visitor destination

Excellent environmental and sustainable practice

Centres of cultural production

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Some of the research components

- ❑ Thames Gateway Knowledge Platform
- ❑ TG HE Action Group
- ❑ Knowledge East
 - 6 HEIs Knowledge Transfer Partnership
 - Goldsmiths, Ravensbourne, Trinity/Laban
- ❑ TG London Cultural Coordinator
 - ACE, HLF, Sport England, MLA
- ❑ Individual research institutions
- ❑ Departments and delivery bodies
 - DCLG, RDAs, subregional bodies, UDC
- ❑ All wider than 2007-2012+ O&P Legacy

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