

A 2012 Legacy for Royal Greenwich





*Celebrating the successful
London bid at the
Royal Artillery Barracks on
6th July 2005*

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Foreword



The learning experience of being at the very core of the Millennium celebrations proved to be an invaluable asset when preparing to be part of the London 2012 Games.

Negotiating with central government, multi agencies and contractors to ensure maximum benefits for local people were all pre-requisites for a successful legacy – and legacy was the key criteria for a long term successful London 2012 Games.

By making bold decisions at the very early stages once the bid to host the Games had been decided in July 2005, the Royal Borough set out some very aspirational legacy objectives. By consistently managing and reviewing the process and progress, a meaningful legacy has been developed and delivered over the past seven years.

I am very proud of the gains Royal Greenwich has made to date on the seven legacy themes, but equally want to ensure that our priorities are to build on this solid framework and to continue to make our Royal borough the best place to live, work, visit and achieve for future generations.

A handwritten signature in black ink that reads "Chris Roberts". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

Cllr Chris Roberts

Leader, Royal Borough of Greenwich

I. Royal Greenwich Legacy

I.1 Introduction

- I.2 From the very outset of bidding to host the 2012 Games Royal Greenwich was determined to ensure that it maximised the opportunities that would arise from being a host of the world's largest sporting event.
- I.3 Royal Greenwich already had international recognition through being the home of time and the prime meridian and now had the opportunity to showcase some of the Borough's iconic historical buildings and promote some of the country's leading cultural and arts organisations on the world stage.
- I.4 Royal Greenwich is one of the largest of the 33 London Boroughs with an area of 5,044 hectares; 13 kilometres of Thames river frontage and is one of the 12 boroughs that make up the Thames Gateway, the UK's largest regeneration area. Located 11 minutes from Canary Wharf and London City Airport, around 20 minutes from Central London and with the planned CrossRail link, Royal Greenwich benefits from an excellent transport network with easy access to national and international destinations.
- I.5 The Greenwich Strategy for 2006 - 2015 set out a challenging framework to take the Borough forward, with particular focus on the borough's central role in the 2012 Olympic and Paralympic Games. The strategy set out to ensure that the borough benefited from being a Host Borough during the Games by securing lasting legacy in terms of benefits and opportunities for local residents and businesses. In particular the focus was directed at inspiring future generations through the work with schools and young people.
- I.6 Royal Greenwich had been closely involved with other East London authorities since 2002 in assisting the bidding process to host the 2012 Games. Once the bid was won in 2005, Royal Greenwich along with Tower Hamlets; Hackney; Waltham Forest and Newham became the 5 Host Boroughs (later to become 6 Host Boroughs with the inclusion of Barking and Dagenham) and worked collaboratively with LOCOG (London Organising Committee of the Olympic Games) and the ODA (Olympic Delivery Authority) in order to maximise the benefits of being host to the greatest sporting show on earth.
- I.7 The convergence agenda proposed by The Six Host Boroughs and endorsed by The Mayor of London and Central Government is organised around the principle that "within 20 years the residents who have hosted the world's biggest event will enjoy the same social and economic chances as their neighbours across London". There is agreement to work together with the private sector to fully realise the economic potential of the host borough areas. Focus is on developing a strategy that incorporates priority actions to deliver convergence goals, promotes investment and the marketing of development opportunities in the area and seeks to exploit new and existing Government measures to encourage growth.
- I.8 The Royal Borough recognised that the opportunities arising from being a host Olympic borough could act as key catalysts for change and bring forward many of the aspirational regeneration programmes already identified. This was never more evident than in the regeneration of General Gordon Square in Woolwich Town Centre, where the partnership in 2010 with LOCOG and the BBC for one of the large public live site screens led to the £3million redevelopment of the square in time for the 2012 Games.
- I.9 A small dedicated co-ordinating unit was established in Greenwich, which was responsible for linking with key external organisations (LOCOG; ODA; Greater London Authority; Government Olympic Executive etc) and co-ordinating the approach across the various council departments and local partner organisations (South East London Enterprise Board; Greenwich Association of Voluntary Services; Greenwich Association for the Disabled; NHS; Police etc).
- I.10 The following areas were recognised as major legacy opportunities:-
- Sport and Health
 - Employment, Skills and Training
 - Business and Inward investment
 - Culture
 - Tourism
 - Children and Young People
 - Transport

Royal Greenwich's work on legacy was recognised at the early stages when it was awarded Beacon Status by the Local Government Association in 2009 under the theme of Olympic Games and Paralympic Games Legacy. The Beacon Scheme was set up to identify, reward and share best practice in service delivery across local government. As part of being awarded Beacon Status, the Royal Borough jointly hosted both the Olympic/ Paralympic Games Legacy Fringe Event during the LGA annual conference in Harrogate on 1/7/2009 and the Learning Exchange Event at Wembley Stadium on 15/7/2009; in partnership, the LGA and the IDeA.

- 1.11 Legacy Action Plans were developed setting out key objectives that formed the basis of the outcomes that were summarised in the Greenwich Strategy. These plans were led by the Leader of the Royal Borough and Cabinet Members and were scrutinised by the Overview and Scrutiny Committee to ensure effective monitoring and updating.
- 1.12 This report has a chapter on each of the seven legacy themes identified above and out some of the numerous legacy gains secured by the Royal Borough of Greenwich from being a host for the 2012 Olympic and Paralympic Games. Each chapter has the following headings:
- Objectives
 - Benefits & Outcomes
 - Direction of Travel
 - Achievements to Date
 - Case Study One
 - Case Study Two
 - Legacy Beyond 2012

2. Olympic and Paralympic events in Greenwich

2.1 Royal Greenwich was one of the six host 2012 Olympic and Paralympic boroughs. The Borough is truly unique amongst the six in that it sits outside the 'red line' of the Olympic park yet still hosts 9 sports and 34 events at the three iconic venues already in place. This includes:-

2.2 Greenwich Park

2.3 Greenwich Park a Royal park formed in 1433. It is part of the Greenwich World Heritage Site and is home to the Prime Meridian Line. Set on a large expanse of land measuring 74 hectares, it offers magnificent views across the River Thames and is still only 20 minutes away from central London.

2.4 Greenwich Park played host to the following events: -

- Equestrian
- Paralympic Equestrian
- Elements of the Modern Pentathlon

2.5 The temporary main arena, holding 20,000 spectators was built on an innovative purpose-made platform in front of the Queens' House. The 5.7 km cross country course featured more than 42 jumps, including a specific 'Royal Greenwich Jump'.



Greenwich Park during the Equestrian Test Event, July 2011

2.6 The North Greenwich Arena

2.7 The North Greenwich Arena (known as The O2) was built for the millennium celebrations and is located on the banks of the River Thames on the Greenwich Peninsula. The venue has hosted many large scale sports and entertainment events over the past five years and has a capacity of more than 20,000 for the main arena.

2.8 North Greenwich Arena played host to the following events: -

- Artistic Gymnastics
- Trampoline
- Basketball finals (men's and women's)
- Wheelchair Basketball

2.9 The North Greenwich Arena had the least infrastructural changes and retained the use of the eleven screen cinemas, bars and restaurants in its entertainment district during Games Time for public access. On completion of the Games it reverted to its primary uses almost immediately.



North Greenwich Arena (The O2)

2.10 The Royal Artillery Barracks

2.11 The Royal Artillery Barracks is located in Woolwich – an area with a proud military history and, therefore, a fitting location for the shooting competition at the 2012 Games.

2.12 The Royal Artillery Barracks played host to the following events:

- Shooting
- Paralympic Shooting
- Paralympic Archery

2.13 The temporary shooting venue at the Royal Artillery Barracks was innovatively designed with 18,000 square metres of PVC membrane that gives the outer structures their unique appearance.

2.14 Three temporary indoor ranges for pistol and rifle shooting were built together with outdoor shotgun ranges for Trap and Skeet events. There are temporary spectator stands at each shooting range allowing 6,500 spectators overall.



The Royal Artillery Barracks

3. Sport and Health Legacy

3.1 Objectives

- 3.2 The Royal Borough's key legacy objectives for Sport and Health were to maximise the opportunities from being a host borough for the 2012 Olympic and Paralympic Games by:-
- Maximising partnership arrangements that would bring in external funding to enhance and further develop the sporting offer available in the borough.
 - Developing new Olympic Sport facilities in the borough (Equestrian Centre; BMX; Gymnastics Centre; 50m Lido)
 - Partnering local sports clubs in order to develop capacity and opportunities for increased participation.
 - Supporting elite athletes in their aspirations to fulfil their potential in their given sport.
 - Developing on-going programmes of sporting and recreational events aimed at encouraging participation and improving the health of the borough's residents.

3.3 Benefits and Outcomes

- 3.4 These legacy objectives can be broken down into two main categories that are inextricably linked to each other:-
- Securing a physical legacy –ensuring that there are modern, accessible places for people to play sport
 - Increasing participation in sport – building an inclusive sports development system locally.
- 3.5 Royal Greenwich identified and prioritised a number of key sports and facilities it wished to see developed as part of the legacy programme. Realistically this programme could not be introduced through a single source of Council funding. However, with key external partners it was felt that the ambitious programme of development could be achieved. By working with (amongst others) National Governing Bodies of Sport; The Greater London Authority; London Marathon Trust; Football Foundation; Sport England; Olympic Delivery Authority; Greenwich Leisure Limited the Royal Borough has levered in over £9M which has enabled a spread of new facilities and opportunities for participation for both beginners and elite athletes across the borough.
- 3.6 The partnership with local sports clubs was aimed at building capacity and enabling the clubs to become more self sufficient and financially viable. A key to this outcome was the increase in the numbers of volunteers within clubs to enable this development to take place. A target was set to train volunteers and to get sports clubs accredited by their respective National Governing Body (NGB).
- 3.7 By encouraging further participation in sport, the strength of the pyramid of participation would inevitably become stronger and the number of athletes at the top of the pyramid increase. If these athletes were to fulfil their potential and become role models for other younger aspiring athletes it was recognised that they would need financial support of a significant level. In order to support these athletes the Royal Borough worked with local partner organisations from the Education Sector, Sport Sector and Private Sector and set up a Charitable Trust (Starting Blocks chaired by the Leader of the Royal Borough) to fund raise and give bursaries to those most in need.
- 3.8 It was recognised that any increase in participation in sport and recreational activities would be a benefit and improvement to the health of the borough's residents. In particular, young people in primary schools were seen to be a key target group and an annual event (Sportathon - which was inspired by the winning of the bid to host the 2012 Games) was introduced. The investment in sporting infrastructure in parks was also seen as an opportunity to re-engage local people with their local park in order to increase their physical activity. Other programmes and ongoing events such as the Community Games (an outreach sports activation programme) were successfully introduced and have had significant impacts to date. A new BMX track has led to residents forming a new local sports club that has financial support and coaching support from the NGB. It also hosted the inaugural London Youth Games BMX competition.

3.9 Direction of Travel

3.10 Active Peoples Survey: The first three years results from the national Active People Survey (APS) show that Royal Greenwich has achieved an increase in the numbers of people taking part in sport and recreation as a result of some of the interventions that have been developed and put in place. Please refer to the table below:-

National Indicator 8	APS 1 2005/0 (Baseline figure)	APS 2 & 3 (2007 – 2009)	APS 3 & 4 (2008 - 2010)
National Target	19.1%	21.1%	22.1%
Local Stretch Target	19.1%	21.6%	23.1%
Achieved	19.1%	21.6%	22.6%

3.11 Facility Developments

- 3.12 A new long term 15 year Leisure Management contract with GLL commenced in early 2012 to manage the Royal Borough's Leisure facilities. This has resulted in a guaranteed minimum of £5.5m investment into the facilities over the length of the contract, thus ensuring that facilities are maintained and improved over the period of the contract and continue to provide attractive and state of the art equipment to encourage participation.
- 3.13 Royal Greenwich has utilised the 'Building Schools for the Future' programme in an innovative way to develop enhanced sporting facilities for both elite and community use. The Royal Borough has invested an additional £6.5 million of its own capital to enhance the sporting facilities at two of its secondary schools as part of its Olympic and Paralympic Legacy. This proved to be a far more cost effective process than to build new facilities from scratch outside of the BSF programme. The Royal Borough joined up funding streams locally to secure this legacy.
- 3.14 Further Council capital investment (£2.5m) has been made into improving sports facilities into many of the local parks. Fifteen open air gyms have already been installed as part of this imaginative programme to encourage participation.

3.15 Achievements to Date

3.16 Facility Development

3.17 Crown Woods School

- An increased size of the main Sports Hall to 918m² compared to the normal BSF size of 594m²
- Spectator seating for up to 500 people
- Six badminton courts provided within this space
- Regional competition level facilities for basketball or badminton
- Local club and community use



Fantastic new sports facilities at Crown Woods

3.18 Thomas Tallis School

- A school sports hall (which like Crown Woods is a 918 m² hall with spectator seating)
- Additional but integrated changing and reception/entrance areas
- A purpose built 2 mat Dojo facility that has been designed to meet British Judo Association performance specification and capable of seating up to 150 spectators
- A purpose built Gymnastics facility designed to meet British Gymnastics national training and club use

3.19 These developments have given the opportunity to link Schools and local Clubs and have resulted in clubs being able to move from poorly maintained community facilities to state-of-the-art specialist sport facilities which are completely accessible to future new young participants.

3.20 An Equestrian and Horticulture Skills Centre for Greenwich

3.21 As Royal Greenwich is the host for all equestrian disciplines it has been keen to secure an equestrian legacy. The Royal Borough has recognised that holding the Equestrian events in Greenwich Park within a World Heritage Site will make it one of the highest profile Olympic events. It has the potential to deliver some of the greatest legacies from the Games and an innovative approach has been required to secure this. Working with the British Equestrian Federation and Hadlow College, the Royal Borough is creating a prestigious new Equestrian and Horticulture Skills Centre within the Borough. This will ensure that residents and especially young people will have a local centre of excellence that they can access and Royal Greenwich can capitalise on the interest in the sport created by the Games to maximise participation.

3.22 Playground to Podium

3.23 The Royal Borough's key Olympic legacy objectives for parks and outdoor spaces are to deliver sporting and play facilities that result in a sustained and continued increase in sport and physical activity. The programme has seen an investment of £4.8million from the Royal Borough and partners that has benefited parks borough wide. This investment includes:-

- 15 new outdoor gyms
- 6 sets of new cricket nets
- 2 new full sized cricket wickets
- 12 refurbished tennis courts
- 3 new Multi Use Games Areas
- 23 refurbished playgrounds
- 12 Green Flag parks



An AdiZone outdoor gym, typical of the 15 in Greenwich Parks

3.24 Hornfair Park Sports Hub

3.25 The Royal Borough and various partners have developed a programme of investment of over £4m to transform Hornfair Park into a multi-sports hub. The park now provides sports opportunities for football, rugby, tennis, swimming and BMX. The provision of changing rooms for team sports is vital for the site to accommodate local and regional league matches.

3.26 Increasing participation in sport

3.27 Sports Development in Greenwich

3.28 With a small sports development unit, Greenwich has developed sport through strategic partnerships with:-

- Charlton Athletic
- The Army
- Greenwich Leisure Limited (GLL)
- Local sports clubs and providers
- National Governing Bodies of sport
- Sport England
- The 6 Host Boroughs
- London Marathon Trust
- Pro-Active East
- The Mayor of London
- SPAH - Sport, Physical Activity and Health
- GIAP – Greenwich Inclusive and Active Forum



BMX Track in Hornfair Park

3.29 This approach is best demonstrated by the following diagram:-



3.30 The following sections highlight some of the work that has been undertaken in the drive to increase participation in sport.

3.31 Community Sports Events

3.32 Working with a range of partners, the following have become key to encouraging participation across the whole community:-

- Sportathon – London 2012 inspired event for 2000 Greenwich primary school pupils participating in a week long competition of sport
- London Mini Games and Youth Games – Greenwich team entry into the London wide competitive sports event for young people
- Tesco School Run – hosting the premier event in London for over 2000 school children
- 2012 Games Countdown – providing an annual community sports taster event which included a wide range of accessible sports provided by local clubs and providers to inspire people to engage in sport
- Community Games – three year programme delivering sport in areas of least activity assisted Royal Greenwich to second greatest percentage increase in physical activity in London by it's final year
- WillowDene Mobile Pool – as part of the Mayor of London's Mobile Pool project, Royal Greenwich was the first borough to install a fully inclusive pool at a special needs school
- Leisure Management Contract – a new 15 year contract giving continued investment and financially affordable access to sports facilities across the borough
- The Greenwich Card – the 'higher saver' scheme provides a reduced price at local leisure centres for people on low income

3.33 Disability Sport

3.34 The Royal Borough has worked in partnership with local sports providers, coaches and disability organisations to provide a lasting legacy for disabled people:-

- Greenwich Powerchair Football Club – playing in the national league
- Greenwich Inclusive and Active Forum – inclusive multi agency sport and physical activity group
- South London Special League – multi sports for young people and adults with learning disabilities
- Ahoy Powercat – fully accessible motor yacht for people with disabilities
- Chairs in the Community – sport wheelchairs on loan to develop disability sport
- Stoke Mandeville Trips/ Time to Shine- 3-4 day residential for borough residents at the country's top sports facility for people with disabilities
- Inclusive Fitness Initiative – Sport England accredited fitness areas in the borough's leisure centres



Greenwich Power Chair Football Team

3.35 External Funding

3.36 The Royal Borough has partnered local sports organisations to secure extensive external match funding to develop state of the art sports facilities including:-

- £600,000 investment for Blackheath Rugby Club for a regional standard all weather rugby pitch
- £474,000 investment for redevelopment, drainage and irrigation system at Long Lane Junior Football Club and Olympic Training Venue
- Up to £3million investment into Charlton lido to create a heated 50m pool with new changing facilities
- £250,000 for new pitches and changing facilities at Hornfair Park Sports Hub
- £220,000 for Trafalgar Rowing Trust development
- £200,000 for the development of a BMX Race Track at Hornfair Park Sports Hub

3.37 Partnership Working

3.38 Working in partnership with NGB and external funders, we have been able to introduce the following activities:-

- Aquatics development manager – created an integrated swimming development pathway and doubled swimming attainment in primary schools
- Athletics activator – created disability athletics groups, adult running groups, improved performance in London Youth Games
- Joint 6 host borough development plans to develop Tennis, Cycling, Football, Hockey, Athletics, Swimming and disability sport
- Access Sport - BMX development officer shared amongst five host borough's assisted in the development of a BMX club and in the development of a race track
- Sports volunteer development officer – working to increase the number of volunteers in sports clubs and assist in clubs gaining accreditation

3.39 Active Peoples Survey

3.40 The APS which commenced in 2005 identified that only 19.1 per cent of the local Greenwich population were active in sport and physical activity (3 x 30 minutes per week). The many interventions highlighted in this section saw that figure increase to 22.6 per cent by 2010. This was the largest single increase of any London borough.

3.41 Case Study 1 – Hornfair Park

- 3.42 Hornfair Park is located in the centre of the Royal Borough of Greenwich, off the junction of Shooters Hill and Charlton Park Lane. The area surrounding the park is within the top 10% of areas in the UK suffering multiple deprivation and the park had over the years become an area of anti social behaviour. The sports pavilions were burnt down and the remaining sports facilities became vandalised and dilapidated. The park's 1930s Lido which was once the prime attraction, attracting 1000 visitors a day had become run down. Plans for it to be developed into an international dive centre failed due to the economic downturn.
- 3.43 In 2009 the Royal Borough allocated £850,000 funding through its playground to podium scheme to transform many of the parks and open spaces and achieve Green Flag status in 12 parks by 2012.
- 3.44 In 2010 as part of the Olympic Host Borough Social Regeneration Framework Sports Development plans, Royal Greenwich identified Hornfair Park as an ideal site to develop into a sports hub. This was due to its central location and the clear need for investment to improve the park and opportunities for residents.
- 3.45 Funding via the 6 Host Borough Access Sport initiative started some initial BMX coaching with two local primary schools in the Park using temporary equipment. Utilising some of the Playground to Podium funding as match funding, a successful bid was made to the Mayor of London Sports fund to develop a regional BMX racetrack in the park. The soil for the track was donated by the ODA from the Olympic Park site. Integrated work with the safer neighbourhood team, youth services and community police team cut the anti social behaviour and the track opened in September 2011 with coaching provided by British Cycling. Within a few weeks, parents were recruited and a club was formed. The track was chosen to host the first London Youth Games BMX event on 19 May and the club came 4th out of 17 boroughs.
- 3.46 The sports pitches at the Park had been underutilised due to lack of changing provision. A successful bid in December 2010 to the London Marathon Trust provided funding for a new modular changing facility for four teams and two officials rooms. This was positioned between the pitches and the old tennis courts. Royal Greenwich reconfigured the grass rugby and football pitches to maximise use and opened it in 2011.
- 3.47 The tennis courts had been identified as needing resurfacing as part of the redevelopment of the Royal Borough's tennis courts. A successful bid to the Lawn Tennis Association in May secured the redevelopment of the three courts into an eight court facility with four adult and four mini courts, which opened in the autumn.
- 3.48 The lease for the 1930s 50 metre lido was signed over to Greenwich Leisure Limited in April 2011 and as part of a £3 million investment, the lido has opened again all year round with a heated pool and with a dance and fitness areas and roof top café being added as part of the phase two development.
- 3.49 Hornfair Park, once a vastly under utilised area, continues to be transformed through the new facilities and many new users, making it the perfect sporting venue.

3.50 Case Study 2 – Starting Blocks

- 3.51 Inspired by Lord Coe's commitment to young people and their development in sport at the final address to the IOC in Singapore, July 2005, Starting Blocks was established in January 2007 and is a registered charity which is managed by a Board of Trustees and chaired by Cllr. Chris Roberts, Leader of the Royal Borough. The charity is committed to engaging young people in the spirit of the London 2012 Games with the aim of funding aspiring, talented athletes who live, play their sport or are educated in the Royal Borough of Greenwich. Trustees for Greenwich Starting Blocks are drawn from a range of backgrounds including the local authority, the education sector, local Chamber of Commerce, local business, and local sports sector. There are currently six serving trustees.
- 3.52 Greenwich Starting Blocks Trust helps with the financial costs young athletes incur by providing bursaries to cover travel, equipment, competition fees etc. These bursaries give the next generation of athletes the help they need to fulfil their sporting potential.
- 3.53 Applicants for Starting Blocks funding have to participate in one or more of the Summer Olympic or Paralympic sports. Athletes who apply for funding fit into one of four categories:-



Children celebrate at the Greenwich Sportathon

1. Elite Ambassador Award
2. Talent Award
3. Development Award
4. Regional Award

3.54 Starting Blocks supports participants in the following areas:-

- Essential training costs
- Specialist equipment
- Travel costs
- Access to coaches and sports club facilities
- Training memberships

3.55 Fundraising and Promotional activities

3.56 Currently the main fundraising and promotional support of Starting Blocks has come from a series of annual fundraising dinners at iconic venues in the borough such as the Royal Artillery Barracks, The Painted Hall, Charlton Athletic Football Club and The O2. Guest speakers have included Lord Coe, Barry McGuigan, Sharon Davies, Daley Thompson and Jonathan Edwards. A breakfast reception was held alongside the 3-mile marker on the London Marathon and a breakfast reception in Greenwich town centre was held at the start of the Tour de France. Further fundraising has come via sponsored marathons; half marathons and individual donations. Over £200,000 has been raised from these events which has been distributed to more than 55 athletes.

3.57 One athlete who has received regular support from Starting Blocks over this period is local weightlifter, Zoe Smith. At 14 years old, Zoe was named 'Athlete of the Year' in her sport by the British Olympic Association placing her alongside Andy Murray, Chris Hoy and other Olympic gold medallists. At the Commonwealth Youth Games in India, in October 2008 she won the gold medal whilst setting Commonwealth Youth records. Competing in Thailand in May 2009, Zoe became the world No 1 in her category for her age. Greenwich Starting Blocks has been integral to Zoe's successes by providing financial support for essential training costs, equipment, plus the travel costs of competing across the UK and abroad. Zoe's mother acknowledged the role of Starting Blocks at a recent fundraising event stating: 'Because of her extraordinary talent Zoe was literally thrown in at the deep end of high level competition right from the start and, of course, as a family we were totally unprepared for the costs that were to come. Starting Blocks are now helping us with this.'

3.58 Six of Starting Blocks' young athletes are Ambassadors for the charity and are positive role models for young people within the borough. Of these four were selected to represent their country in the London 2012 Games – Zoe Smith (Weightlifting); Gemma Gibbons (Judo); Tosin Oke (Triple Jump); Andy Barrow (Wheelchair Rugby).

3.59 Zoe Smith, who was the youngest competitor in the weightlifting competition, finished a very creditable 12th overall, breaking the British record yet again on the way. Gemma Gibbons, despite breaking a bone in her hand won the silver medal in the 70kg category. Amazingly, Gemma beat the World Champion and the world 4th ranked contestant on her way to this incredible result. Tosin Oke, again performed superbly and went through to the final of the triple jump competition where he finished 7th overall. Andy Barrow and the wheelchair rugby team finished 5th overall which equalled their world ranking.

3.60 The Ambassadors are involved in a range of initiatives to raise the aspirations of young people within the borough. Some of these initiatives have included the ambassadors attending school sports days, promoting reading campaigns and attending the Royal Borough's Great Get Together days to promote sport and healthy living.

3.61 At a special fundraising dinner held at Charlton Athletic Football Club to mark the end of the 2008 Beijing Olympic Games and the day London officially became the host of the 2012 Games, Daley Thompson CBE, said;

'Starting Blocks is a fantastic charity. I was lucky enough to receive similar support when I began training competitively as a young athlete. Without that support, I would have really struggled, and it's something I am extremely grateful for. These talented young sports people here tonight have shown real potential to achieve their Olympic dreams but without the right financial and emotional support it's a long and hard journey. Starting Blocks can make all the difference.'

Former Olympic boxer, Barry McGuigan said;

'I love the idea of Greenwich Starting Blocks Charity, it is unique and gives young people something to aim for, not just for 2012 but beyond that.'

- 3.62 Starting Blocks delivers the opportunity to help secure a lasting positive legacy for the Olympics by funding talented young athletes within the borough. These aspiring athletes are positive role models for young people. By attending school assemblies and sports days the ambassadors promote increased participation in grassroots sports and promote healthy living for children and young people. They are an inspiration for all people within the borough to lead responsible, active and healthy lifestyles. The Ambassadors promote universal values such as dedication, discipline, determination - all of which are necessary to become a champion.

3.63 Legacy beyond 2012

3.64 Sutcliffe Park Track Development

- 3.65 Sutcliffe Park Athletics Track is home to Cambridge Harriers Athletics Club and is managed as part of the new Leisure Management Contract. Cambridge Harriers compete in division 3 of the Athletics British National League.
- 3.66 Sutcliffe Park Athletics Track is currently unable to host regional competition. Therefore whilst the Cambridge Harriers compete in the Athletics British National League, they are unable to host any competition at their home venue. The club has to travel to other venues for competition or hire venues, which is disadvantageous in terms of cost and time. In order to host competitions up to British League Division I, the Royal Borough will need to develop a covered stand with a capacity of at least 250 people. A feasibility study may be commissioned in order to explore the options of providing a covered stand either with or without an undercover facility for round year athletics training.

3.67 Greenwich Centre

- 3.68 The success of the multi functional Eltham Centre has resulted in the Royal Borough going forward with a similar type of development in East Greenwich. This will include a purpose-built swimming pool; minimum 100 station gym facility; dance studio and refreshment area. These new facilities form part of the overall ambition of having state of the art sport and leisure facilities that are accessible to all sectors of the community and that will encourage participation and healthier lifestyles for all.

3.69 Woolwich Leisure Centre

- 3.70 In order to have a good geographical spread of state of the art leisure facilities across the borough, a feasibility to reposition the Waterfront Leisure Centre away from Thames frontage and into the Town Centre is currently underway. Any new facility will serve the north east side of the borough and complete and complement those facilities in Thomas Tallis and Crown Wood Schools; Eltham Centre and the Greenwich Centre.

3.71 Participation

- 3.72 The successful interventions previously described that have contributed to increasing participation will continue to be explored, developed and introduced. In particular the relationships with National Governing Bodies and the joint working partnerships with the 6 Host Boroughs will continue to be developed.
- 3.73 The transfer of the Royal Borough's Sports Development Team to the Leisure Management Contractor will lead to more efficient and effective use of the managed facilities and improve access to facilities for the recognised harder to reach groups in particular. This should continue the improvements in participation levels across all sectors of the community in future years.

3.74 Willowdene Special School

- 3.75 On the back of the successful mobile temporary swimming pool that was part of The Mayor of London's swimming initiative in 2011, the Royal Borough has invested £1.2m to develop a fully accessible indoor swimming pool as part of the development of a new Willowdene Special School. The pool will be a warm water pool (10 metres by 6 metres) to meet the needs of children and young people with disabilities and is scheduled to be open in Spring 2014.



Warm water pool at Willowdene Special School

4. Employment, Skills and Training Legacy

4.1 Objectives

- 4.2 As a host Borough for the 2012 Olympic and Paralympic Games it was essential that Royal Borough residents were employed in some of the thousands of temporary employment and volunteering roles created by the Games.
- 4.3 The key employment and skills objectives for the Royal Borough were:
- to achieve a lasting legacy for the local economy from hosting the Games
 - to maximise the employment benefits for local residents
 - to use the Games to raise aspiration and increase skills levels in the Borough.
- 4.4 The Royal Borough was able to draw on its previous experience and track record of successfully delivering employment benefits from major regeneration schemes in Greenwich. Because of its experience and track record, Greenwich led work to maximise the employment, skills and business benefits of the 2012 Games on behalf of the Host Borough Partnership.



Employment opportunities was a key legacy objective

4.5 Benefits and Outcomes

- 4.6 LOCOG forecast that there would be up to 100,000 games time jobs with contractors in areas such as catering, retail, security, logistics and cleaning. In addition there were 6,000 roles employed directly through LOCOG and 70,000 volunteers. An estimated 90,000 person years (equivalent of a person working full time for one year) were involved in the construction of the venues and the infrastructure for the Games.
- 4.7 Not all of these roles were available for recruitment as contractors transferred some of their existing workforce to cover Olympic contracts. This was a particular issue in the construction phase. LOCOG anticipated that of the 100,000 Games Time roles with contractors, that at least 8,000 jobs could be filled by residents of the six Host Boroughs. This still represented a huge opportunity with at least 8,000 jobs likely to be filled by residents of the six host Boroughs.
- 4.8 There were considerable challenges involved in ensuring Borough residents, many of whom were workless, were ready for Olympic jobs. Raising awareness of the opportunities, training and recruitment had to take place well before the Games and there was a long lead in time due to the need for the majority of Olympic employees to be security cleared and accredited by the end of April 2012.
- 4.9 The Royal Borough worked closely with the other host Boroughs, and partners such as Job Centre Plus and the London Development Agency to put in place and resource a programme of activities designed to maximise employment benefits and outcomes for local residents. These benefits included using the excitement of the Olympics to engage with harder to reach residents who were long term unemployed in order to raise their aspirations and remove barriers to work such as low levels of skills.
- 4.10 A crucial role was played by Greenwich Local Labour and Business (GLLaB), the Royal Borough's employment and training service. With over 15 years experience of delivering job brokerage and employment support to local residents and employers GLLaB was well placed to rise to the challenge of getting as many local residents as possible to access Olympic jobs, training and volunteering opportunities.

4.11 Direction of Travel

4.12 Intelligence, planning and partnership

- 4.13 The Royal Borough worked very closely with the ODA, LOCOG and their contractors to establish their workforce requirements, the skills they would require and the timing for recruitment. Staff from GLLaB were seconded to both the ODA and LOCOG to be part of their Employment and Skills teams dealing directly with contractors. This intelligence and close working was vital in understanding and anticipating employers' needs. The Leader of the Royal Borough, Cllr Roberts, led the work for the Host Boroughs and the Royal Borough seconded a senior member of staff to the Host Borough Unit to lead the partnership's work on employment, skills and business.

4.14 Training and employment support

4.15 An extensive programme of training and employment support was put in place to give Borough residents skills for Olympic related jobs and to help those furthest from the labour market to prepare for and access job opportunities. The London Development Agency funded Local Employment and Training Framework provided resources to support skills training and job brokerage between 2006 and 2009. It funded a range of job specific skills demanded by employers on the Olympic site and elsewhere in Greenwich and London. GLLaB was able to offer training in the following construction skills:

- Construction Skills Certification Scheme (CSCS)
- Multi Construction Skills projects beginners and Intermediate
- 16-19 not in employment, education or training (NEET) Construction Tasters – Beginners
- Multi-Trade Skills taster – Beginners
- Tower scaffolding
- Dry Lining
- Mobile Elevating Platforms
- Dumper Truck-CPCS
- LGV Driving Licence

4.16 Training in non-construction areas included:-

- Office skills
- Customer service/hospitality
- Security training
- IT intermediate and advance
- Employability training.

4.17 This was followed by the Host Borough Employment and Skills Programme also funded by the LDA/GLA. This programme targeted those furthest from the labour market and outside the scope of other mainstream provision. This programme focused on engagement and achieving sustained job outcomes with less emphasis on skills training. Through this programme 1508 residents have been supported of whom 155 have found work lasting 6 months plus and 84 have found work lasting for 12 months plus.

4.18 Job brokerage, local marketing and recruitment activities

4.19 GLLaB was part of a network of local job brokerages across the Host Boroughs working to maximise access to Olympic job opportunities for host Borough residents. A key task for GLLaB was finding and pre-screening a large volume of local residents over a concentrated period of time and making sure they matched Olympic employers' requirements.



Pre-screening for Olympic job opportunities

4.20 An extensive publicity campaign was put in train to raise awareness of Olympic job opportunities. This included a 60,000 leaflet drop to social housing estates; poster and leaflet distributions to key agencies and organisations; and advertising of job opportunities via Facebook and Twitter. Additional resources were put in place to deal with the anticipated volume of enquiries which were managed through the Royal Borough's Call Centre. Six trained call centre agents were put in place to provide a dedicated Olympics jobs information line and book local residents into supported recruitment sessions.

4.21 Intensive support was available to get people interview ready and to help them complete applications forms and tests. GLLaB put on over 400 recruitment sessions to help Royal Greenwich residents apply for Olympic jobs online. These sessions were delivered from venues with IT suites across the Borough with staff available to provide one to one help where required.

4.22 GLLaB hosted a series of 20 recruitment events with Olympic contractors and employers present and delivered one event specifically targeted at young people "Just the 2012 Job 4u". In addition it booked in customers to attend the LOCOG recruitment events at the Excel Centre. A total of 3,677 Greenwich residents attended

recruitment events.

4.23 BBC 2012 London Work Experience Scheme

- 4.24 The BBC offers around 2,500 placements a year, which attract on average 50,000 applicants annually. GLLaB worked with the BBC to develop a new 2012 London Work Experience Scheme which was launched in September 2010. The scheme was targeted to residents living in the Host Boroughs to offer between 50-70 placements each quarter. Residents were only able to apply through their respective local labour schemes – i.e. GLLaB in Greenwich. In addition to opening up work placement opportunities to Host Borough residents, the scheme aimed to attract non-graduates who had a genuine interest in learning more about working in the broadcasting industry. Applicants had to be aged 18 or over for insurance reasons, have the right to work in the UK and have good basic skills. The placements lasted for up to four weeks, with induction and upfront training taking up around a day and a half.
- 4.25 The mix of activities included both real tasks and shadowing. The offer also included help with participants' CVs and careers advice. The scope of opportunities on offer ranged from News, 2012 Unit, Sports Programmes, Children's Programmes, Libraries, Website Team, Factual Production, Diversity Centre to HR. Within these departments many different roles were covered by the placements, with each placement designed to give the participant as wide an experience as possible within their role.
- 4.26 The BBC has been extremely impressed with the very high standard applicants that have come through Greenwich. Already three of the seven completers have used the BBC work experience opportunity to further their employment aspirations. One young man, age 20 from Blackheath Westcombe (ward) finished his placement within the Academy Webteam and has since secured a temporary position as an engineer.

4.27 Personal Best

- 4.28 GLLaB delivered a highly regarded and successful Personal Best Volunteering programme on behalf of the London Development Agency. Targeting local residents who wanted to prepare for employment and improve their skills through training and volunteering opportunities around Greenwich. The programme offered participants a Level 1 qualification, experience of volunteering and help to find work or further training and a total of 250 residents took part. LOCOG committed to ensure all Personal Best graduates were guaranteed an interview to be one of the 70k'Games Makers (volunteers)' if they committed to volunteer for a minimum of 10 days during the Olympic or Paralympic Games and undertake a further three days' training before the events. GLLaB ran a series of workshop sessions to support Personal Best graduates to complete the online application process so that this did not become a barrier for applicants.

4.29 Achievements to date

- 4.30 In all, 5,368 Royal Greenwich residents were employed by LOCOG or one of their contractors as a result of the support they received through GLLaB the second highest number in the host Boroughs. On average 79% of Borough residents put forward for jobs through GLLaB, or one of the other host Borough job brokering schemes were successful.
- 4.31 The excitement of the Olympics helped engage disadvantaged residents and give them support to find sustainable employment. Some 1,350 long-term unemployed Royal Greenwich residents (12 months plus, average unemployment duration of 7 years) have been supported through the GLA Host Borough Employment and Skills Programme; of these over 325 have gone into employment since April 2010.
- 4.32 The Royal Borough used GLLaB to recruit over 200 local residents for temporary Council contracts in a variety of additional Games time roles including environmental cleansing operatives, enviro-crime wardens, parking attendants and refuse collectors. Permanent vacancies in the related service areas have been ring-fenced with a view to retaining approximately 40 of the workers employed on temporary contracts. GLLaB and Manpower will be providing employment support to help the remainder find sustainable employment.
- 4.33 600 Royal Greenwich residents were trained in Construction skills and 1,177 were employed on the Olympic Park and Olympic Village during the construction phase. A further 22 borough residents secured apprenticeships with an Olympic Development Authority (ODA) contractor.
- 4.34 450 residents went through the Personal Best Programme designed to support unemployed people with low or

no skills back to employment and to provide a bank of Games Time Volunteers. 350 received a level 1 certificate in Event Stewarding. A further 200 local residents were recruited for the Games Time 'Welcome to Royal Greenwich' programme. All volunteers will be retained as a bank of volunteers for future events. All will receive a post-Games one-to-one interview and where required support through GLLaB to find further employment.

- 4.35 Excellent relationships were formed with Olympic contractors who were impressed with the service offered through GLLaB and the calibre of candidates put forward for jobs. These relationships will be maintained and built on post Games. This will give GLLaB access to new vacancies for Greenwich residents.
- 4.36 The Royal Borough has established Skills Centres to provide residents with access to high quality employment focussed training to help them secure employment in key sectors of the local/ regional economy. The skills centres include: Horticulture and Equestrian Skills Centre (see Case Study below) Greenwich Digital Skills Centre with Ravensbourne and Catering and Hospitality Skills Centre at Charlton Athletic.

4.37 Legacy Beyond 2012

4.38 Support to find sustained employment post Games

- 4.39 With such a large volume of Royal Borough residents working temporarily on the Olympics it was essential that arrangements were made to help former Olympic employees or "games graduates" find sustainable work after the Olympics. During the Games the Mayor of London held a high profile event to promote London's newest workforce to prospective employers.
- 4.40 One of the services set up to assist this process is the Games Graduate Network (GGN). This on line service is available exclusively to former Games time employees and links them with prospective employers such as the Co-operative, Whitbread, Hilton Worldwide, Direct line Group, Debenhams, VSG Security Services, Securitas and Compass Group. The GGN went live on the 20th of July and now has a total of over 2,500 users and 25 employers registered on the site. The volume of users on the network increases, on average, by 70 people per day. GLLaB are managing profiles and providing support for GGN users resident in Royal Greenwich. The GGN site has received positive feedback about the site from users and in particular employers, who are very keen to recruit from the talent pool of people who made the Games a success.
- 4.41 Two invitation-only recruitment events were held in September for Games Graduates. The events were marketed through the GGN and JCP received a large number of responses from clients through this route. The first event took place on the 19th of September in Stratford and attracted National media attention. 2,000 Games Graduates and over 30 employers with live vacancies attended this event. A second event took place on the 27th of September at Leyton Orient Football Ground which was attended by 1,000 games graduates and 28 employers with live vacancies. A local event has also been held in Greenwich. Employers praised the quality of candidates attending the events. Early feedback shows that a high number of candidates have been invited to further assessment days and interviews.

4.42 Case Study One: Equestrian and Horticulture Skills Centre

- 4.43 As the host Borough for all equestrian disciplines the Royal Borough was keen to secure an equestrian legacy. Working with partners such as the British Equestrian Federation and Hadlow College, the Royal Borough is creating a prestigious new Equestrian and Horticulture Skills Centre within the Borough. This will ensure that residents and especially young people will have a local centre of excellence that they can access, and the Borough can capitalise on the interest in Equestrian activities created by the Games. Primarily a Skills Centre, this new purpose built facility will provide a route for local people to gain work related skills, access to jobs and apprenticeships and increased awareness of training and job opportunities. It will link with other skills centres the Royal Borough is creating in the Borough.

- 4.44 The Royal Borough and its partners are fully committed to using Equestrian as a means of engaging young people and adults and then providing support and access to help them gain new skills. The centre will also operate a programme for local schools and will have state of the art facilities for



people with disabilities. The Centre is currently in construction and will be opened in January 2013.

4.45 Case Study Two: Working with Employers - ARAMARK

- 4.46 ARAMARK was awarded a LOCOG hospitality & catering contract for the Olympic Villages at Stratford, Egham and Weymouth. The company has a track record for working at previous Olympic, Commonwealth and Asian Games and have vast wealth of experience in recruiting candidates to work at Games Time.
- 4.47 Initial meetings with ARAMARK and the LOCOG Employment & Skills Manager indicated that the company would need support to recruit staff for front and back of house for the Olympic Village (Stratford). ARAMARK wanted to ensure the company meet their Social Corporate Responsibility in relation to the LOCOG Employment & Skill strategy to recruit residents from the 6 host boroughs. ARAMARK agreed to a number of high volume recruitment assessment events at Excel for host borough job brokerages and other partners to refer candidates. They also agreed to hold series of local recruitment assessment days at host borough job brokerages to target borough residents.
- 4.48 To help ARAMARK recruit the right candidate and for host borough job brokerage to understand the companies vision and values they hosted an advisor event for staff from the host boroughs. Staff had an opportunity to meet the ARAMARK teams and to gain a greater insight to the business. The event enabled staff to communicate to colleagues and partners the paperwork needed for candidates to clear the LOCOG accreditation process and the standard of candidate the company wanted to recruit to their business.
- 4.49 GLLaB hosted the first host borough job brokerage event for Greenwich residents to apply for the jobs with ARAMARK at Olympic Village Stratford. Due to GLLaB's process to pre-screen and match candidates to the job roles and ensure candidates attended the interviews with all the correct paperwork for the LOCOG accreditation and right to work ARAMARK rolled out the GLLaB model out to other partners.
- 4.50 Staff from GLLaB also supported evening recruitment events at Excel to work with the ARAMARK teams to deal with any queries from Greenwich residents. At a LOCOG Employment and Skills Board meeting the company was full of praise for the work that had been done by the local labour scheme (GLLaB) in supporting local recruitment, which they said, far exceeded their expectations.
- 4.51 As a major food service partner to organisations across a range of sectors, including business and industry, education, healthcare, offshore and defence ARAMARK have over 12,500 employees in the UK, who provide a vast range of services to their customers. The business also have expertise in services beyond food, such as grounds maintenance, reception duties, cleaning and many more, each package designed according to the client's individual requirements.
- 4.52 The working relationship that was developed with ARAMARK for Games Time roles and the standard of support they received from GLLaB will be a great legacy opportunity for Greenwich residents to access a wide range of job opportunities with a multi-national business. ARAMARK is one of many companies that Greenwich has built relationships for Legacy beyond 2012.
- 4.53 Other companies for Legacy include Arena Leisure Company, Fine Foods, Creativevnets, AP Security and CSP to name a few. Meetings with the companies to discuss future plans to work with GLLaB for Legacy will be taking place in the forthcoming months.

5. Business and Inward Investment Legacy

5.1 Objectives

- 5.2 A key objective from hosting the 2012 Olympic and Paralympic Games was to use it as a catalyst for economic growth – both in terms of the local and sub-regional (six borough level) economies. A key element was to ensure local companies secured contracts in the construction and the staging of the Games.
- 5.3 The key Business Development objectives for the Royal Borough were to:
- achieve a lasting legacy for the local economy from hosting the Games
 - increase the competitiveness of local businesses and increase their prospects of winning contracts
 - attract new businesses to the Borough
 - use the Games to build relationships with businesses that could achieve long-term benefits the Royal Borough.
- 5.4 The Royal Borough was able to draw on its previous experience and track record of successfully maximising business opportunities from major regeneration schemes in Greenwich, including the New Millennium Experience.

5.5 Benefits and Outcomes

- 5.6 The investment in the building and staging of the 2012 Olympic and Paralympic Games in East London, including the Royal Borough, presented opportunities for local companies to secure additional business. This included securing contracts, often within the main contractor supply-chain, supplying goods and services, as well as benefiting from the multiplier effects. Generating new business has the benefit of helping sustain companies and in some cases enables them to grow and employ more people (or against a backdrop of low economic growth and recession, to do better than they would otherwise have done).
- 5.7 It is difficult to isolate the impact of one economic stimulus, in this case the hosting of the Games, from other factors in the economy. Information presented here includes the direct measurement of Greenwich businesses securing contracts with the ODA, LOCOG, or their main contractors. In addition, information is being collected on how businesses including retailers fared during the Games as a result of increased numbers of people visiting the Borough. At this stage it is not possible to assess the long term impact as a result of people re-visiting in the future or visiting as a result of the media profile the Royal Borough received during the Games. This information is collected and analysed annually.
- 5.8 The creation of new business relationships is a further benefit that the Royal Borough has sought to capture. These new relationships will develop benefits in the longer term through new businesses locating in the Royal Borough; opportunities for employment, apprenticeship and work experience for Greenwich residents; and guidance on the development and trends within key sectors.

5.9 Direction of Travel

- 5.10 From the outset the Royal Borough of Greenwich provided support to help local businesses access the business and contract opportunities arising from the Games. This service was delivered by a partnership involving the Royal Borough of Greenwich's Employer Engagement Team, South East Enterprise, the 6 Host Borough Unit, the East London Business Place and the South East London Chamber of Commerce.
- 5.11 The overall aim of the service was to capacity-build businesses so they could meet the pre-qualification tender criteria of Tier contractors and their sub-contractors. The service offered a package of flexible, bespoke support to meet the needs of businesses and enable them to improve their chances of submitting a successful tender. This included:
- Procurement awareness events to develop awareness of procurement opportunities and build understanding of procurement processes including regular procurement clinics
 - Review of 'Fit to Supply' policies (Quality Assurance; Health & Safety; Equal Opportunities; Environmental policies etc.)
 - Assistance and support with completing the applications for CompeteFor and Supply2Gov

- Support with developing a company CV which promoted their business
- Review of businesses capabilities and capacity for tenders they are considering
- One-to-One needs analysis and advice
- Training workshops on the four key policy areas
- Specialist consultancy
- Tender reviews and one-to-on support on tender application

5.12 Achievements to date

- 5.13 The total value of contracts secured by Greenwich companies linked to the 2012 Olympic and Paralympic Games was £28 million. This includes only those companies that won contracts directly with the ODA, LOCOG or their top tier contractors. The largest contracts were secured during the building of the Olympic venues by two local companies in the construction sector, O’Keefe Construction and EMS.
- 5.14 A total of 500 local businesses received support, of which 250 went on to receive more intensive business advice. A total of 100 Capacity building workshop were held to increase businesses knowledge and capacity to win contracts.
- 5.15 Over 850 local businesses located close to the main venues in Greenwich were visited by the Royal Borough’s Business Engagement Team in the run-up to, and during the Games.
- 5.16 A total of 300 businesses, the majority of whom were businesses from outside the Royal Borough attended the Royal Greenwich Business Club. Of these, approximately 50 businesses were from overseas, including businesses from China, USA and continental Europe.
- 5.17 Building on the lessons learnt in Beijing in 2008 and the success of the Australian Business Club Model, Greenwich linked with the UKTI and hosted the Royal Greenwich Business Club at Mitre Passage throughout the duration of the Games.
- 5.18 The Government (UKTI) established a British Business Embassy at Lancaster House and the Royal Greenwich Business Club was one of only 3 satellites receiving live-feed from the summit sessions. The objective was to host senior business leaders and to use the opportunity to:
- Promote Royal Greenwich and its potential to investors
 - Demonstrate the quality of Greenwich as a business location
 - Encourage businesses to relocate to Greenwich
 - Establish on-going relationships with businesses to create opportunities for local businesses and residents
- 5.19 The Business Club was open to businesses Monday to Friday from 8am – 8pm daily throughout the Games and was based on the 11th floor of Mitre Passage. The venue provided views of the scale of the regeneration opportunities in Greenwich, views of developments already underway or planned, and demonstrated the Boroughs’ position at the heart of London’s future growth.
- 5.20 The full range of activities available to Businesses through the Business Club were:
- Access to live streaming of UKTI global business summits from the Business Embassy at Lancaster House.
 - Business conferences hosted by the Royal Borough with leading figures from industry and Universities which mirrored themes at the UKTI business summits
 - Access to workstations with WIFI, meeting spaces and office services
 - One-to-one meetings arranged through the UKTI meeting portal
 - Cisco Tele-presence
 - Access to business lounge with ‘Best of Greenwich’ produce (Meantime; Rhodes Bakery; Davy’s Wine Bar, Theatre of Wine; Black Vanilla; Drings; Didier’s; Feast.)
 - Hosting UKTI Business guests as a muster point for Olympic venues in Greenwich and Excel.



The Royal Greenwich Business Club

- 5.21 The Business Club was used to promote the Royal Borough and forge new relationships with all visitors. The flow of business leaders was carefully managed with everyone being hosted by a Council representative. This was a great success as it resulted in contact details being captured from all attendees and these will be used for future relationship building.
- 5.22 The feedback from businesses and from UKTI has been very positive. Greenwich's decision to host local seminars and discussions around the live streaming of the global business summits meant that attendance at the Royal Greenwich Business Club was far higher than at the other venues in London. This has allowed us to build relationships with businesses that we would not otherwise have met and also reinforced the Borough's status as a business destination among business leaders and inward investment agencies such as London and Partners and UK Trade and Industry. The Royal Borough's success in securing leading figures from industry across many sectors, which reflect the strength of relationships built over many years, also enhanced the Royal Borough's reputation.

5.23 Mitre Passage Business Club hosted:

Seven Council-led Business Seminars linked to the Global Summits at Lancaster House on key sectors including;

- Creative Services
- Creative Content
- Education and Skills
- Life Sciences .
- ICT
- Infrastructure and Regeneration
- Retail, Food and Drink
- Businesses summits streamed live from Lancaster House on Global Investment (26th July); Energy (6th August); Advanced Engineering, Aerospace and automotive (10th August).



5.24 Legacy Beyond 2012

- 5.25 The economic benefits from hosting the 2012 Olympic and Paralympic Games, both for the local economy and sub-regional economy, can only be judged fully over time. The greatest potential will be as a consequence of the international profile the Royal borough received which will have direct benefit to the tourism and hospitality sector, and an increase Foreign Direct Investment, most likely in the technology sector. All businesses that attended events at the Royal Greenwich Business Club have been contacted and a number are in active dialogue with the Royal Borough about establishing a presence here or working with the Royal Borough on various initiatives.
- 5.26 Businesses will benefit from the capacity building and tendering support they received, regardless of whether they secured contracts, which should help their future growth. Further work will be done with those businesses that won contracts to assess whether it can be a spring-board to greater success.
- 5.27 Valuable links were made with East London Business Place and partners north of the River, including the Canary Wharf Group. A successor programme is in place which is designed to help local businesses win contracts from the London Legacy Development Company.

5.28 Case Study One: Cisco

- 5.29 Cisco Systems Ltd. was the 'network sponsor' for the Olympic and Paralympic Games. It is a global technology company which designs, manufactures and sells networking equipment. A strong relationship was formed between Royal Greenwich and Cisco in the years preceding the Games around the Royal Borough's ambitions to create a digital business district at Greenwich Peninsula. This led to the signing of a Memorandum of Understanding in November 2011 which has led to a number of joint initiatives, including:
- Greenwich becoming a founding partner with Ravensbourne in Cisco's National Virtual Incubator and, with Birmingham Aston Science Park, the first hubs on the network;

- Investment in a teleconferencing suite ('Telepresence') at Digital Enterprise Greenwich in Mitre Passage;
 - Focusing on Greenwich Peninsula a TSB part funded project looking at the application of digital technologies in the urban environment (RAPTOR) with Cisco, Living PlanIT and Infusion;
 - A grant scheme to support new developments among SME's linked to the RAPTOR programme;
 - Proposals for a sensing laboratory and a new R&D function;
 - In addition, Cisco and Greenwich are in advanced discussions to establish Greenwich peninsula as a global exemplar for Smart and connected communities, which will generate significant investment in the Royal Borough and attract other businesses to the Borough.
- 5.30 These developments have brought new investment to the Borough, raised the profile and credibility of the peninsula as a digital business district and smart and connected community – which was praised by the Prime Minister, and attracted other companies to locate in the Royal Borough, such as Living PlanIT and Crowd Vision.

5.31 Case Study Two: Aigo Entrepreneurs Alliance Trade Accelerator

5.32 Background

- 5.33 The Royal Borough's relationship with the Aigo Entrepreneurs Alliance stems from the visit the Royal Borough made to Beijing in November 2007. The visit, undertaken by senior managers and Councillors from Royal Greenwich Council, explored legacy opportunities from Hosting the Games, and Games Times planning and operations. A key element was to explore potential links between Host cities to promote business opportunities, including inward business investment / Foreign Direct Investment. The Royal Borough recognised the strategic value from developing an on-going relationship with Beijing and, in the future Rio de Janeiro given their status as developing economies forming two of the BRIC nations (Brazil, Russia, India and China) as well as Olympic Host Cities.
- 5.34 During the visit to Beijing the delegation were introduced to the CEO and president of Crystal Digital by London and Partners. Crystal Digital was a sponsor of the Beijing Games (and subsequently the London Olympic and Paralympic Games). The company specialises in the generation of computer graphics and provides creative direction, design and production for presentation, entertainment and events. It employs 3,000 people and is one of China's global success companies. At the time of the initial introduction, Crystal had opened a small office in London. Following the visit, there were further discussions with Crystal Digital that led to the signing of a Memorandum of Understanding. This set out the ambition to collaborate further including discussions on creating a business centre in Royal Greenwich to attract Chinese investment and businesses [China House].
- 5.35 In the summer of 2011, officials from Crystal Digital based in London, introduced the Royal Borough to Mr Feng Jun, President of Aigo Digital technology Limited. Established in 1993, Aigo is a technology company that designs and produces digital equipment including mobile storage devices, multi-media players, computer peripherals and cameras. Aigo currently has about 1900 employees in 17 subsidiaries and regional offices in Hong Kong, United States and Singapore and several Research & Development (R&D) centres. Aigo Digital Technology Co. Ltd has developed into a major IT enterprise dedicated to R&D and brand promotion.
- 5.36 Mr Feng Jun has also developed the Aigo Entrepreneurs Alliance (AEA) – a cross-sector business alliance of 500 leading Chinese business leaders looking to expand outside of China. In July 2011, Mr Feng Jun visited the Royal Borough's Digital Enterprise Centre at Mitre Passage, Greenwich Peninsula to explore with the Royal Borough, the feasibility of creating a Business Development Centre for Alliance members from China. Following a positive meeting, Greenwich was selected as their preferred location in the United Kingdom for a European base Alliance business. Other countries also being considered were Belgium, Holland and Denmark.
- 5.37 Royal Greenwich Council formally received a delegation of 10 business leaders from the AIGO Entrepreneurs Alliance, including Mr Feng Jun in December 2011. The Royal Borough was formally represented by Councillor Denise Hyland, Cabinet member for regeneration, Enterprise and Skills. The Royal Borough also arranged for the delegation to meet with UK Trade and Investment and London & Partners to promote the strength of the UK offer. During the visit, the Royal Borough set out the strategic advantages and locational strengths of Royal Greenwich and the support the Royal Borough could provide and also outlining the profile the Royal Borough would receive during the Olympic and Paralympic Games. The strength of the business relationships the Royal Borough could facilitate, were major elements in the Royal Borough's presentation.
- 5.38 In April 2012, it was confirmed by the President of the Aigo Entrepreneurs Alliance that Brussels and Royal

Greenwich had been selected as the Centres for the Alliance activity in Europe. A further visit to Royal Greenwich took place in June 2012, where the delegation was formally received by Councillor Peter Brooks, Deputy Leader. During this visit the scope of the AEA Trade Accelerator which is to be located at Mitre Passage was agreed and practical arrangements established. This included the establishment of a small AEA team based in Mitre Passage.

- 5.39 During the Olympics, The Leader of the Royal Borough hosted a breakfast reception at Mitre Passage for the Aigo Entrepreneurs Alliance and China Entrepreneurs Alliance. The reception was also attended by Lord Wei. This provided some significant business leads and received coverage in the Chinese media. The Leader of the Royal Borough and President of the AEA Alliance signed a Memorandum of Understanding through which The Royal Borough and the Aigo Entrepreneurs Alliance, confirmed their intention to establish a close working partnership and specifically, to create a prestigious UK base for the AEA Trade Accelerator for Alliance Members at Mitre Passage, establishing a European Office and to strengthen links between the Alliance and Greenwich entrepreneurs and businesses.
- 5.40 Since the signing of the MOU in July 2012, the Alliance has established a small office in Mitre Passage to oversee operations. The first Alliance member has moved into Mitre Passage – The Beijing Yingke Law firm, and another company, Eve Fashion Group is planning to establish its London office shortly. The Alliance has plans to establish 20 businesses at Mitre within the first year, once the Trade Accelerator is formally operational. Links have also been established with local hotels, residential lettings agencies and residential developers to maximise opportunities for local companies and the local economy from the relationship.



Signing of the Memorandum of Understanding between the Royal Borough of Greenwich and the Aigo Entrepreneurs Alliance at Mitre Passage 28th July, 2012

**Memorandum of Understanding
between the Royal Borough of Greenwich,
Greater London, the United Kingdom of Great Britain
and the Aigo Entrepreneurs Alliance**

The Royal Borough of Greenwich and the Aigo Entrepreneurs Alliance are committed to a close working partnership to achieve our joint economic objectives. Specifically, we are committed to creating a prestigious UK base for the AEA Trade Accelerator in Royal Greenwich for Alliance members establishing a European office; supporting the success of businesses based at the Royal Greenwich AEA Trade Accelerator; and creating new economic opportunities for AEA members, Royal Greenwich residents, entrepreneurs and businesses.


Through this historic Agreement:

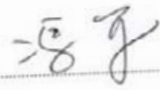
The Aigo Entrepreneurs Alliance agrees to establish their prestigious UK Trade Accelerator at Mitre Passage, Royal Greenwich, London and to actively promote the use of the Accelerator to its Members. The Alliance also agrees to base AEA officers at Mitre Passage to support Alliance members and to strengthen links with the Royal Borough of Greenwich, residents, entrepreneurs and businesses.

The Royal Borough of Greenwich agrees to host the Aigo Entrepreneur Alliance Trade Accelerator at Mitre Passage, Royal Greenwich, London and provide an exclusive package of support to Alliance Members who base themselves at the Royal Greenwich AEA Trade Accelerator. The Royal Borough of Greenwich agrees to support Alliance members establish themselves in the UK and prosper.

The Royal Borough of Greenwich and the Aigo Entrepreneurs Alliance agree to work together to promote and market the Trade Accelerator and to set key performance measures to monitor, evaluate and publicise its achievements.




Councillor Chris Roberts,
Leader, Royal Borough of Greenwich 2012


Mr Feng Jun
President of the Aigo Entrepreneurs Alliance

Signed in the presence of Official from the Royal Borough of Greenwich and members of the Aigo Entrepreneurs Alliance and China Entrepreneur Club
On 28th July 2012 at Mitre Passage, Royal Greenwich, London

6. Cultural Legacy

Royal Borough of Greenwich residents and visitors are able to enjoy a wealth of cultural opportunities. There are several venues for live performance and a range of resident arts organisations and museums. The Royal Borough has large areas of parks and woodland. The varied landscape and architecture, together with its river frontage, make the Royal Borough a popular location for feature and television filming.

The Royal Borough has a network of arts organisations and venues, voluntary organisations, faith groups and community groups active across the whole range of cultural activity. Its cultural assets include:

- The world's most successful indoor venue, the O2
- The Greenwich World Heritage Site including the National Maritime Museum and the Old Royal Naval College
- A range of regional venues, including Greenwich Theatre, Trinity Laban and Greenwich Dance at the Borough Hall
- A wide range of resident arts organisations with a national reputation, including Greenwich and Docklands Festivals, Emergency Exit Arts and Greenwich and Lewisham Young Peoples Theatre
- Digital media organisations, including North Greenwich Digital Hub and Ravensbourne College
- Museums and Galleries with spaces for exhibition and display, including the National Maritime Museum, the Stephen Lawrence Gallery, the Greenwich Heritage Centre, the Fan Museum and Rangers House
- A range of festivals and celebrations
- Over 1,000 visual artists, musicians and performers
- A wealth of amateur activity that covers poetry, traditional and classical music, the visual arts, dance and drama.
- Museums, parks and palaces across the borough.

6.1 Objectives

6.2 The Royal Borough's key cultural objective was to support the development of a range of high quality cultural events in the Royal Borough of Greenwich to:

- provide opportunities for local residents to celebrate and enjoy the Royal Borough
- attract visitors
- boost the local economy
- highlight our iconic venues, World Heritage Site and open spaces
- showcase the work of local cultural and arts organisations



Beautifully restored, the Cutty Sark was a fitting backdrop for the festivals

Greenwich has an extraordinary wealth of festivals and many of the country's best loved and most experienced cultural groups are based in the borough. In recognition and support of this the Royal Borough launched The Greenwich Festivals. The objective of this was to provide some of the best and most varied entertainment in London, that would form an exciting and distinctive part of the Cultural Olympiad. From street theatre to comedy and film, music to suit all tastes and invigorating dance performances, The Greenwich Festivals aimed to provide something for everyone.

In addition to supporting the development of cultural events, the borough was also keen to attract and promote existing and new visual arts.

6.3 Benefits and Outcomes

6.4 The Greenwich Festivals delivered on its priorities for 2012:

- To provide an outstanding, high quality cultural programme for borough residents and visitors during 2012
- To showcase the work of borough artists and organisations locally, nationally and internationally
- To contribute to the economic development of the borough by developing awareness of 'brand Royal Greenwich', boosting tourism and generating inward investment
- To prepare for the sustainability of the borough's festivals and events post London 2012

6.5 Royal Greenwich has a strong reputation for its cultural events and festivals. The events of 2012 provided a unique opportunity to raise the profile of the borough's cultural assets and underpin the local economy. The following Festivals took place:

- Greenwich Children's Theatre Festival 2012 delivered by Greenwich Theatre and Greenwich and Lewisham Young Children's Theatre
- Greenwich and Docklands International Festival 2012 delivered by Greenwich and Docklands Festival
- Greenwich Dances 2012 delivered by Greenwich Dance
- Sundance Film Festival community film competition delivered by Ravensbourne College
- The World Cultural Festival 2012 delivered by Greenwich Dance and Greenwich Theatre
- Parksfest 2012 delivered by Greenwich Friends of Parks Forum
- Greenwich Games Time Animation Project delivered by Emergency Exit Arts and the Royal Borough
- Greenwich Summer Festivals 2012 delivered by Greenwich Comedy Festival Ltd

Public Art

6.6 The Royal Borough of Greenwich is home to a number of well known public art pieces, including:

- Quantum Cloud by Anthony Gormley, 1999 (North Greenwich Peninsula)
- The Assembly by Peter Burke, 2005 (Woolwich Arsenal Pier)
- Portage by Margaret Higginson, 2006 (Amnesty International Peace Garden, Charlton House Garden)
- Street Life by Michael Craig Martin, 2009 (Woolwich Arsenal DLR station)

In September 2011 the 'Large Standing Figure: Knife Edge' by world acclaimed artist Sir Henry Moore, was returned to Greenwich Park after an absence of 2 years.

The sculpture was originally designed by Moore for Greenwich Park and was first installed in 1979.

Attracting new public visual arts was a key cultural legacy, and the borough therefore welcomed the approach by the City of Ancient Olympia to present to Royal Greenwich NIKE, a major piece of art.

The unveiling of the statue, the ancient Greek Goddess of Victory, formed the centrepiece of London's farewell to the 2012 Games on Sunday 9 September 2012, the Closing Ceremony for the Paralympic Games.

In a reflection of the Games's ancient Greek origins, the four-metre high statue – created by world-renowned sculptor Pavlos Angelos Kougioumtzis – was presented to London, Host City for the 2012 Games, by the Ancient City of Olympia.



The striking figures of The Assembly by Peter Burke

The Royal Borough of Greenwich was selected as the permanent location of the statue, which is a gift from the Ancient City of Olympia to London as Host City for the 2012 Olympic and Paralympic Games.

The Ancient City of Olympia initiated the tradition of presenting a statue of Nike to each Olympic and Paralympic host city in 1996 to mark the centenary of the modern Olympic era.

The statue is an important contribution to the cultural legacy of these Games. Her siting in the Royal Borough is a fitting encounter between the old and the new

As part of our Olympic Host Borough cultural partnership Frieze Projects East commissioned a permanent installation by the artist Gary Webb to be installed in Charlton Park. Squeaky Clean, combined art and play with a playground installation of jelly-bean like colours and shapes with frames and nets. This contemporary playground and climbing frame provide a legacy of art and sport for families and young children in the Royal Borough.



The Goddess Nike at The Royal Arsenal

6.7 In addition to the permanent public art installations the number of temporary art installations sited within the Royal Borough increased. These interactive and cross cutting initiatives raised the public perception of the Royal Borough as a place of culture and public engagement.

In 2008 Greenwich Park played hosted to magical flame-lit fire pots and outdoor performances which transformed Royal Greenwich's world heritage site signalling the launch of our Cultural Olympiad Ambitions for the next four years and drawing strong connects with our position as an Olympic Host venue. Audiences followed a trail from the Old Royal Naval College, through Greenwich Park to the National Maritime Museum's Royal Observatory where the spectacular illuminated image of an Equestrian Horse could be viewed. This event attracted local and national press.

Our Host Borough Cultural Partnership brought a diverse range of temporary public art installations to the Royal Borough. The CREATE Art Award saw a range of installation take up residency within the Borough;

- Dominoes - the Old Royal Naval College (2010)
- Rooted in the Earth - Charlton Park (2010)
- Squeaky Clean – Charlton Park (2012)

During the Summer of 2012, as part of our Olympic cultural offer, the Royal Borough was home to a number of temporary public art installations in iconic venues and open spaces across the borough;

- GLA's Gifts from the Gods. Giant replicas of the shot put and bow and arrow designed in recognition of the Games' ancient Greek heritage - sited in General Gordan Square (Woolwich) and at the Discover Greenwich Centre (Greenwich)
- GLA's Bloom - An interactive sculptural game sited in Cutty Sark Gardens, Greenwich
- Sacrilege - An Inflatable Stonehenge on Tour by Jeremy Deller located in Central Park North Greenwich

The public art installations increased public interaction and participation in the arts, making public art more accessible to Royal Greenwich Residents and visitors whilst also raising the profile of the Borough on a local and national stage.



Bloom - an interactive sculpture at Cutty Sark Gardens, Greenwich

6.8 Direction of Travel

The Royal Borough's primary role with regard to Culture will be one of advocacy and the promotion of cultural relations between the Royal Borough and regional, local and international partners.

Building on the work that has been undertaken in recent years our focus will be on activities which:

- directly serve the Royal Borough's residents, workers and visitors and
- promote the Royal Borough as a major cultural destination with a diverse arts and cultural offer and
- strengthen our venues, highlight our iconic world heritage sites and profile our open spaces and
- develops and creates new and existing partnerships with local, regional and national organisations.
- empower, encourage and support people and organisations working in culture in the Royal Borough to drive forward their enterprises, manage their programmes and projects and attract investment and sales

This will enable us to promote and showcase the work of our local cultural organisations whilst providing a boost to the local economy.

6.9 Achievements to Date

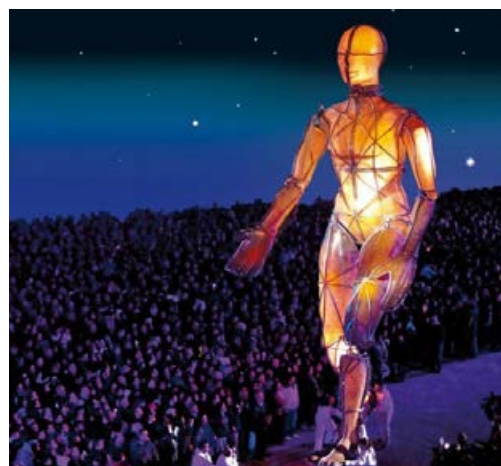
- 6.10 The Greenwich Festivals has re-enforced the borough's reputation for cultural events and festivals, raised the profile of its cultural assets and during the Games helped to boost the local economy.

The Greenwich Children's Theatre Festival

- 6.11 The Greenwich Children's Theatre Festival took place from 31 March to 15 April, delivered in partnership by Greenwich Theatre and Greenwich and Lewisham Young People's Theatre. The programme included professional theatre shows, a youth theatre festival and workshops.
- 6.12 The festival successfully developed a range of partnerships with 40 local and national venues and organisations partnering in the delivery of the event.
- 6.13 Targets were exceeded, with audience numbers reaching over 3,500 an increase of almost 47% from 2011. Over 450 participants attended 33 free workshops.
- 6.14 The festival engaged with young people in new and exciting ways through storytelling, puppetry, comedy, aerial circus and rock climbing.
- 6.15 The festival expanded significantly, engaging more people and attracting bigger audiences, with 16% of audience members reporting that the Greenwich Children's Theatre Festival was the first events they had attended in the last 12 months.
- 6.16 The Greenwich Children's Theatre successfully increased all of its outputs from previous years and the profile of young people's theatre both regionally and nationally.

The Greenwich and Docklands International Festival

- 6.17 The Greenwich and Docklands International Festival took place over 10 days from 21-30 June 2012. The programme saw a range of events in venues in Woolwich, North Greenwich and Greenwich Town Centre, all designed to reveal Greenwich as an extraordinary international cultural destination. This included
- Prometheus – a large scale spectacular at the National Maritime Museum
 - Greenwich Fair – a 3 day programme of outdoor arts from leading UK and international artists based in venues and open spaces in Greenwich Town Centre
 - Mirage – a large scale theatre finale in Woolwich
 - Crow – a dramatic performance of the Ted Hughes plays performed at the Borough Halls



Prometheus - a large scale spectacular staged at The National Maritime Museum

- 6.18 The festival featured 20 new commissions as well as London and World premieres from 5 international companies.
- 6.19 The opening event set in the grounds of the National Maritime Museum received lots of positive media coverage. 'Prometheus Awakes' GDIF's largest ever outdoor theatre spectacle was an innovative new work with deaf and disabled artists created with a team of over 70 specially recruited volunteers. The event featured as part of the London 2012 Festival.
- 6.20 Audience figures were in excess of 65,000.



Greenwich Dances

- 6.21 Greenwich Dances 2012 took place from 18 May – 15 July 2012, and formed part of the National Big Dance programme and the London 2012 Festival.
- 6.22 New and existing collaborations were developed between partner organisations including the three national dance companies English National Ballet, Scottish Ballet and the National Dance Company of Wales, providing a triple bill of work that saw the premiere of Dance GB at the Old Royal Naval College.
- 6.23 General Gordon Square formed the backdrop for the National Big Dance world record attempt and also played host to the highly successful four day outdoor performance project delivered by Urban Process and Woolwich Polytechnic.
- 6.24 Over 3,000 people attended events during the Dance festival period with an additional 2,400 people participating in workshops.
- 6.25 A major success this year was the development of the Sportathon performance strand. As a result, 1,150 young people from primary schools across the borough took part in dance workshops as well as in the familiar sporting activities.



Children take part in the National Big Dance world record attempt

The Greenwich Film Festival

- 6.26 The Greenwich Film Festival funding supported the Sundance Short Film competition delivered by Ravensbourne as part of the Sundance Festival from 26-29 April 2012 at The O2.
- 6.27 Local filmmakers submitted 136 films, and the winning film 'Extranjero' was premiered at Sundance London, with the credits carrying the Royal Greenwich logo.
- 6.28 Filmmaking workshops were held and a number of screenings and discussions with Industry experts, with the Royal Borough's support for the event acknowledged.

The Greenwich World Cultural Festival

- 6.29 The Greenwich World Cultural Festival took place on 1 July at Eltham Palace and formed part of the National Big Dance programme and the London 2012 Festival.
- 6.30 A total of 24 participatory workshops/activities were held with up to 436 people taking part, with an increase in visitor number of over 90%.
- 6.31 In addition to the local artists, this year's event had an international dimension providing the opportunity to showcase work by an international exchange involving dancers from Austria, Croatia, Hungary, Slovenia and the UK.



Colourful dances at The World Cultural festival at Eltham Palace (right and overleaf)

The Greenwich Parksfest

- 6.32 The Greenwich Parksfest programme saw 11 friends groups organise 20 events across the borough, raising the profile of parks and open spaces. In particular it has highlighted the suitability of a range of parks and open spaces for future outdoor arts and performances.
- 6.33 Over 8,450 people attended this year's events.
- 6.34 A major success of the programme has been the number of new and strengthened partnerships between the Friends of Parks groups, their local schools, arts/performance organisations and businesses.
- 6.35 The number of people actively involved in the delivery of the project has increased from 843 to 1,332 with volunteers increasing from 247 to 263 and the number of artists from 169 to 242.



The Woolwich Big Screen

- 6.36 The Big Screen in Woolwich went live at the end of 2009 and has played host to a range of activities and events since it's installation. With the redevelopment of the General Gordon Square in 2011 the popularity of the screen has increased. Showing programming received direct from the BBC as well as a range of local content, the screen not only offers entertainment but also creates a unique event and entertainment space providing a focal point for Woolwich Town Centre.
- 6.37 Over the past few years it has played host to a number of events and screenings;
- National events including the Royal Opera House live relays, Last Night of the Proms, and the Diamond Jubilee celebrations.
 - Live broadcasts of sporting events such as the Rugby and Football World Cups, Formula One, and Wimbledon.
 - Local events such as the Greenwich Film Festival screenings, Greenwich and Dockland International Festival and the annual Woolwich Winter Warmer.
 - Community events and festivals, along with open days.
 - Promotional activities such as bike week, world mental health days and coca-cola Christmas promotions
- 6.38 The Woolwich Big Screen was an official London 2012 Live Site, one of only two permanent live sites in London. Throughout the Games the square was dressed and animated to provide entertainment for residents and visitors to enjoy and celebrate the Games.
- 6.39 During the Olympic period General Gordon Square hosted 2012 sponsors Cadburys, as well as local sports organisations such as GLL, the amateur swimming association and the South London Special League who all provided sports activities and games to compliment the coverage of the games.
- 6.40 Olympic content was screened on a daily basis from 7am – 12 midnight with a daily footfall reaching up to 12,000 on the busiest days. The Opening Ceremony attracted an audience in excess of 2,000 spectators, as did Super Saturday and the Closing Ceremony.



Crowds gather to enjoy the live action on the big screen

6.41 Case Study One - Greenwich Summer Festival

- 6.42 The Greenwich Summer Festival took place in the grounds of the Old Royal Naval College in July and August 2012. Events opened with the English National Ballet's Dance GB at the start of July and closed with a screening of the Olympic Games Closing Ceremony.
- 6.43 The Festival incorporated the following strands:

- Dance GB 4-9 July
- Greenwich Comedy Festival 13 - 20 July
- Summer Festival 27 July - 12 August
- Opening Ceremony weekend
- Gala weekend
- Family weekender
- Craft Beer weekend
- Closing Ceremony
- Big Screen showing the Olympic Games
- Music on the bandstand
- Little top with music, theatre and cabaret
- Boutique cabins and a gallery



Performers entertain crowds in the grounds of the Old Royal Naval College

- 6.44 The event provided a mix of free and ticketed entertainment for members of the public and residents whilst animating the grounds of the Old Royal Naval College. It played an important role in managing people movement and minimising the impact of queuing for the equestrian events in Greenwich Park, providing activities for spectators before and after competition times. It also helped to increase dwell time, encouraging visitor to remain in Greenwich longer and spend money, therefore helping to boost the local economy. In addition, the events contributed to further promoting the Royal Greenwich brand identity and reinforced the view of Royal Greenwich as a place for unique events, high quality arts and culture, and a place with outstanding venues and a world class heritage.
- 6.45 The Big Screen was programmed to show the Olympics, with the option to play some film and cultural clips. The success of live sites, with huge public demand to watch the sports in a public place with atmosphere and crowd excitement, dictated that we showed Olympic activity only, with a focus on Greenwich events.
- 6.46 The festival proved to be a huge success for spectators and residents. There were extremely positive press reviews received for the events and the overall look and feel of the festival.
- 6.47 The Festival was hugely popular with families and recorded the highest visitor numbers in excess of 35,000 during the Family weekender. Daily attendance figures for the festival peaked at over 20,000 throughout the day over the Olympic closing weekend.

6.48 Case Study two – Greenwich Games time animation project

- 6.49 Emergency Exit Arts worked with the Royal Borough and a number of local and regional organisations to develop an outdoor arts programme which included circus, dance, music, theatre and visual arts to take place at parks, open spaces, public squares and town centres across the borough from July to September 2012. In addition a range of community and semi-professional entertainers were booked in order to ensure a wide range and diversity of cultural activity would take place near to the three Olympic venues in Greenwich during Games Time.
- 6.50 The animation programme aimed to:
- Provide high quality outdoor entertainment in the Royal Borough's outdoor spaces which are in close proximity to the London 2012 venues
 - Showcase the work of the borough's artists and arts organisations to London 2012 audiences
 - Provide animation for residents, visitors and spectators in order to enhance the visitor experience, increase dwell time within the town centres and provide a visible sign of support for businesses and visitor attractions.
- 6.51 The animation took place during the Olympic Games from 27 July to 12 August and the Paralympic Games from 29 August to 9 September.
- 6.52 The programme employed a range of professional and community performers delivering street theatre, entertainment, classical and contemporary music and dance. The performances varied from a group of actors performing segments from Shakespeare plays to an alternative winter Olympic puppet show and dance performances involving both young and older people.

- 6.53 The Games time animation proved extremely successful in Woolwich especially with local residents who attended the daily screenings of the Olympic events on the Big Screen in General Gordon Square. Spectators leaving the Barracks were treated to a vibrant animated square filled with music, dance and games around the Big Screen and in Powis Street.
- 6.54 North Greenwich had very large crowds entertained on the permanent outdoor stage in Peninsula Square by a variety of acts as they entered and left the venue. From classical music and puppetry to circus games, the energy and response to the performers was extremely good. The performances added to the atmosphere around the venue during the Games and also helped with people movement and entertaining queuing crowds.
- 6.55 The animation in Cutty Sark Gardens and Greenwich Town Centre provided a range of accessible activities, public interactions and entertainment for members of the public, visitors and spectators on a daily basis. In addition the screen provided coverage of the Opening and Closing ceremonies as well as sporting events throughout the period.
- 6.56 Due to the positive response from visitors and public as well as a call from local businesses for increased support from the Royal Borough, the animation programme in Greenwich town centre was increased in order to encourage visitors to stay, or return, and explore the shops and restaurants based in the town centre and environs.
- 6.57 The borough animation programme proved to be hugely successful, capitalising on the increased footfall in the venue areas at key periods during the day and increasing dwell time and visitor spend.

6.58 Legacy Beyond 2012

6.59 Post Games work has begun on preparing a strategy for Cultural and Creative Industries that seeks to build on and maximise the growth potential of this burgeoning economic sector and to attract organisations to locate in Royal Greenwich. This will seek to

- Strengthen the arts and cultural sector within the Royal Borough
- Provide access and opportunity for residents to engage with cultural activity
- Review and bring forward proposals to secure and increase creative business and performance space for the sector
- Attract a wide range of cultural and creative organisations to locate in Royal Greenwich
- Strengthen links between the creative and digital sectors with organisations and institutions and funding organisations, London and UK wide.
- Strengthen the links between the creative and digital sectors working with Ravensbourne and businesses based in the Ravensbourne Incubator
- Develop innovative approaches to support the growth of start-ups in the sector, building on new approaches of business support and development used on the technology sector
- Increase skills through the Royal Borough's investment in Greenwich Digital Skills based at Ravensbourne and through our commissioning of Adult Learning
- Work with schools to develop closer links with Cultural organisations within the Royal borough and provide routes to higher education, employers and apprenticeships
- Strengthen local partnerships and support local arts, cultural and creative organisations through networking and marketing opportunities.
- To ensure the most efficient and effective use of resources, including through collaborations, partnerships and sharing



A dance performance in the Painted Hall

7. Tourism Legacy

7.1 Objectives

- 7.2 Worldwide television coverage for the last three Olympic and Paralympic Games had audiences of between 3-4 billion. The stunning backdrop that Greenwich Park would provide for the equestrian and modern pentathlon events would be seen by this worldwide audience. Royal Greenwich wanted to ensure that it benefitted from the interest and future visits that this opportunity would promote.
- 7.3 All of the evidence from recent Olympic and Paralympic Games demonstrated that tourism figures dropped during Games Time, but rose significantly in subsequent years. Barcelona and Sydney, in particular, are examples of these trends. With Royal Greenwich already having significant numbers of tourists visiting the Borough some of the key objectives were to identify how to move from day visits, to Royal Greenwich becoming a destination in its own right. In order to achieve these goals the following objectives were agreed;
- Increase the number of hotel bedrooms across the Borough
 - Generate investment in existing and new visitor attractions
 - Increase investment in transport capacity to allow visitors to make sustainable journeys
 - Spread the benefits of Tourism to other areas of the Borough
 - Attract London's first Cruise ship terminal with an hotel and other relevant infrastructure
 - Develop Greenwich 2012 Volunteers to help promote the area to games time visitors.

7.4 Benefits and Outcomes

- 7.5 By increasing the number of hotel rooms in the Borough, visitors will be able to stay for longer periods and the local economy will benefit from the additional secondary spend.
- 7.6 The Borough already benefits from having a World Heritage Site and the recent addition of The O2 as an entertainment destination has almost doubled the number of visitors to the Borough per annum. Further attractions will only add an enhanced experience for visitors and encourage more people to the Royal Borough.
- 7.7 The success of The O2 (8 million visits per annum) could not have happened without a transport system to support this influx of new visits. The Jubilee Line underground station at North Greenwich was the key for this new development and further investments in transport systems such as River Usage are seen as essential to continue this trend.
- 7.8 The benefits of tourism to Greenwich Town Centre are well documented and other parts of the Borough (Eltham Palace; Royal Arsenal Woolwich; Kings Troop; Greenwich Peninsula), if promoted successfully, could also benefit from a wider visitor base.
- 7.9 A well developed and properly trained core of volunteers will always be seen as an asset for a visitor destination such as Royal Greenwich.

7.10 Direction of Travel

7.11 Hotel Development

- 7.12 The Royal Borough has taken a proactive rather than a reactive approach to hotel development in the last 18 months and focused on attracting both developers and operators into the borough and matching them up with the available development sites. Whilst there has been an obvious focus on securing development prior to 2012, any decision to invest in a new or extended hotel will be based on a 10-15 year return on investment scenario rather than one that lasts the six weeks of the Games. This programme has been focused on drawing in a broad cross section of hotel operators e.g. budget, mid market, boutique to ensure that Greenwich is able to offer a range of accommodation options to suit any market.
- 7.13 Developments With Planning Consent (to be implemented before 2012)
- 150 Rooms Premier Inn on Greenwich High Road
 - 120 Room Travelodge in Woolwich

- 96 Room extension to the Holiday Inn Express on the Peninsula
- 90 Room Travelodge at Deals Gateway
- 38 Room extension to the Ibis in Greenwich Town Centre

The number of quality graded hotel rooms in the borough is set to quadruple increasing the number of hotel rooms in the borough from 489 to 2077 by 2013. This will meet one of the key aims in the tourist strategy of making the Royal Borough a destination where visitors will choose to stay rather than just visit for a day trip.



Travelodge for Woolwich

7.14 Visitor Attractions

- 7.15 Opening 14 July 2011, the Sammy Ofer wing was the largest development in the National Maritime Museum's history and a catalyst for the organisation to change completely the way it presents its galleries, exhibitions and events. This major new project was made possible through a generous donation of £20m from international shipping magnate and philanthropist Sammy Ofer and an award of £5m from the Heritage Lottery Fund (HLF).
- 7.16 The project includes a special exhibitions gallery, allowing the Museum to stage a full programme of temporary shows; a permanent gallery, *Voyagers*, introducing the story of Britain and the sea; a restaurant and café with views over Greenwich Park; and a state-of-the-art library and archive bringing much of the Museum's world-renowned archive on site for the first time.

7.17 Tourist Information Centre (TIC)

- 7.18 The new Greenwich TIC recorded over 250,000 visits in its first year of operation. Customer satisfaction with the service remains very high with 94% of users rating the service as good or excellent in 2011.
- 7.19 Achievements to Date
- 7.20 **Sammy Ofer Wing** - The exhibition 'Royal River: Power, Pageantry and the Thames' was opened by HM The Queen on 25 April 2012 to mark the occasion of the Diamond Jubilee and open in time for the 2012 Games.
- 7.21 **Cutty Sark** - following a six year restoration programme and an investment of £50million, the Cutty Sark was opened by HM The Queen in April 2012.
- 7.22 During the Queen's visit, Her Majesty also opened Cutty Sark Gardens, a redevelopment scheme which includes new landscaping and water feature to complement the restored and raised Cutty Sark.
- 7.23 **Emirates Air Line** - this was the first urban cable car in the UK which opened in June 2012 at a cost of £60million. It provides an important cross river link between Greenwich Peninsula and the Royal Docks. Since opening, the cable car has taken over 1 million passengers and is being used not only as a transport link but also as a tourist attraction. It also provided a vital link between Games venues.
- 7.24 **The O2** – A new roof walk across the O2 opened in June 2012 and includes specialist provision for wheelchair users.
- 7.25 **Greenwich Pier** - Over £4.5 million has been invested in the redevelopment of Greenwich Pier. The need for redevelopment had been long standing but the Olympic Games was the catalyst for driving it forwards. The Pier has provided an increased capacity for boats serving the pier, improved ticket offices and a range of new restaurants in an attractive setting making the Pier a welcoming leisure facility and encourages visitors to stay longer.
- 7.26 **DLR extension to Woolwich Arsenal** - DLR extension to Woolwich Arsenal and longer trains added to the DLR increasing capacity by 50%. A new Docklands Light Railway extension to Woolwich under the Thames linking North and South of the river, longer DLR trains and increased service patterns with trains every 2 – 8 minutes at all times.
- 7.27 **Enderby Wharf** – Full planning permission was given to West Properties in early 2012 for a cruise ship terminal including a hotel development. West Properties are committed to working with the existing WHS partnership (and the emerging Tourism Company), on the international promotion of the facility and the management of visitors arriving at the facility.
- 7.28 West Properties attended the recent Seatrade exhibition in Miami. This is the premier cruise ship convention and exhibition and representatives from all the worldwide cruise ship operators and destinations attend. There was substantial interest in the development at Greenwich and a number of cruise ship operators made enquiries

about bringing their ships to Greenwich in future.

- 7.29 Games Time Volunteers – To make the most of the 2012 Games for both visitors and residents of the Borough Royal Greenwich set up a volunteer programme in conjunction with Volunteers Centre Greenwich. A comprehensive training programme was developed and 200 volunteers were recruited. They assisted with the movement of spectators to and from the venues, encouraging secondary spend in the Town Centre and ensured that everyone coming into Royal Greenwich during Games Time received a warm welcome. They were highly visible in their distinctive red uniforms.

7.30 Sail Royal Greenwich (SRG)

- 7.31 For the first time in over 20 years, the Thames played host to a stunning fleet of tall ships as part of Sail Royal Greenwich. The Royal Borough worked with the organisers of Sail Amsterdam to bring this event to London during the Games. On 25 July, a flotilla of 14 tall ships, accompanied by up to 200 smaller vessels, sailed in convoy from Tilbury to the Royal Borough of Greenwich. From 25 July to 12 August the Tall Ships ran cruises five times daily from Woolwich taking in many of the best and most interesting sites in London from Woolwich to London Bridge. VIP and corporate hospitality packages were also available, with exclusive hire of a tall ship available for 12 to 135 guests. Over 12,000 individuals and 1500 corporate customers took the opportunity to see the London landmarks from the wonderfully crafted tall ships.
- 7.32 The Royal Borough, together with the Dutch organizers of Sail Royal Greenwich, have delivered a lasting cultural legacy for the Royal Borough. The ships will be returning for an event in 2014, and it is hoped that Woolwich will become the home of Tall Ships in London, bringing the start of the Tall Ships' Race back to London in 2016.

7.33 Cruise Europe Conference

- 7.34 Cruise Europe is an umbrella organisation that represents both port destinations and tourism marketing organisations with its core objective to promote destinations to cruise ships and support the industry at a European Union level. In 2011, Cruise Europe selected Royal Greenwich for its next annual conference, due to its declared aspiration to be a future new cruise destination. It's a key priority for Cruise Europe to work collaboratively with destination partners to create itineraries for cruise ships who require multiple stops. Greenwich / London is seen as a significant addition to this portfolio.
- 7.35 The Royal Borough was keen to host the 2012 conference in order to showcase Greenwich as an emerging cruise destination. Cruise ships operate their programme 2-3 years in advance so the time was right to start building Greenwich into their itineraries.
- 7.36 As well as the cruise press/media, around 90 delegates attended from ports and destinations around Europe. The 3 day event programme included a Gala Dinner in the Painted Hall, a river trip and informal social event at Greenwich Market and guided walking tours of Greenwich. An additional bonus for this audience was the opportunity to see Her Majesty the Queen re-open the refurbished Cutty Sark.
- 7.37 The whole event received very positive coverage in all of the cruise related press and many operators are looking to forward book cruises for when the cruise terminal at Enderby Wharf opens.

7.38 Case Study One - Volunteers

- 7.39 Royal Greenwich identified a need to create Royal Greenwich 2012 volunteers with a specific focus to help visitors and locals enjoy the many cultural attractions, festivals, restaurants and shops across the Borough.
- 7.40 A budget was identified and a volunteer co-ordinator was recruited on a 9 month contract to manage the process.
- 7.41 A target of 120 was set to recruit from people who lived, worked or studied in the area. This number would allow for a team of 4-8 people to be deployed at each of the three Greenwich venues on both sporting days and non sporting days.



Volunteers in the Royal Borough of Greenwich

- 7.42 A partnership was created with the Volunteers Centre Greenwich who specialise in recruiting and training individuals for volunteering. A marketing and recruitment campaign was launched in January 2012 and repeated in April 2012 with excellent results. To reach the 120 target 400 applications were required. Almost 600 were received and after an induction to test people's passion for the Borough their communication and team work skills the selected recruits received three days training which included visits to the venues.
- 7.43 The programme was designed together with LOCOG and the London Ambassadors programme and was run on both weekdays and weekends.
- 7.44 The final number of volunteers recruited has been from a wide variety of backgrounds from people in work, unemployed, retired and students at university. But the key thread has been people who are really passionate about their Royal Borough and want to share this with visitors. The majority of them also speak a number of languages in addition to English.
- 7.45 The final number of Greenwich 2012 volunteers recruited and trained is 165 with 25 identified as Team Leaders.
- 7.46 The motivation of this group is so strong that the next step will be to maintain them as a group to help support the Royal Borough on future activities. This could include welcoming and guiding the future Cruise passengers that will arrive as a result of the new Cruise Terminal at Enderby Wharf.

7.47 Case Study 2 - Tourism company

- 7.48 To capitalise on the worldwide attention that Royal Greenwich will receive from the Games an opportunity was identified to maximize this once in a lifetime opportunity.
- 7.49 Royal Greenwich has taken a lead on setting up a not for profit social enterprise company to act as a Destination Management Organisation (DMO). The key objective to work with all the visitors attractions, festivals, accommodation sector, transport and retail sector and create membership driven company to better market a and package the destination. The destination would also look to broaden its geographical boundaries outside of Royal Greenwich.
- 7.50 The initiative was driven by the Royal Borough's Leadership and a shadow Tourism board was set up in 2011 with Royal Greenwich and key partners as shadow board directors. As well as the Leader of the Royal Borough, Lead member on Tourism, Chief Executive and Assistant Chief Exec it also included The Royal Museum Greenwich, AEG the operator of the O2, and the cruise terminal developer West Properties, Greenwich Hospital and Foundation was invited onto the board. An independent chair was appointed.
- 7.51 In March 2012 an interim Chief Executive was appointed with a successful track record in running an English DMO. By the end of 2012 it is anticipated that the company and its articles of association will have been accepted by the shadow board and the new company registered with Companies House.
- 7.52 Royal Greenwich has committed to transferring its tourism services including the Tourist Information Centre, Tourism staff and budgets over to the new company.
- 7.53 The World Heritage Site in Greenwich has committed to switch its destination marketing budget to the DMO from 1st April 2013, the official proposed date that the DMO becomes a full trading entity.
- 7.54 An accommodation sector event was held in July 2012 along with the cultural attractions in attendance as a first engagement to explain the establishment of the DMO. There has been much positive feedback with the concept of a destination promoting itself and packaging between key inbound transport providers such as London City Airport and Cruise terminal with the accommodation and cultural attractions.
- 7.55 Once the shadow board has approved the formal creation of the company a process will begin to create the destination brand, the key offer to future members plus the DMO business and marketing plans will be action during the Autumn of 2012 and the first campaigns earmarked for Spring 2013.

7.56 Legacy Programme beyond 2012

- 7.57 The real opportunities to maximise the tourism legacy are outlined in detail throughout Section 7 of the report and are identified as: -
- Tourism Company
 - Hotel Development
 - Cruise Liner Terminal

- Transport Infrastructure
- Volunteer Programme
- Sail Royal Greenwich
- Attractions

7.58 Each of the above are detailed throughout this section of the report and are all crucial to the main objective of making Royal Greenwich a destination in its own right, thereby increasing the visitor stay and the spend that will develop the local economy.

7.59 Due to the extensive worldwide television coverage over 4 billion people are estimated to have watched the Olympic and Paralympic Games. This undoubtedly has raised the profile of Royal Greenwich on a worldwide basis and one of the legacy opportunities will be to capture that interest in order to generate increased visits to the Borough over the next decade. This will be supported with a major tourism campaign and a stand at the World Travel Market at Excel in November 2012.

7.60 Tall Ships Race

7.61 The first Tall Ships' race was held in 1956. It was a race of 20 of the world's remaining large sailing ships organized by Bernard Morgan, a London lawyer. The race was from Torquay, Devon to Lisbon, and was meant to be a last farewell to the era of the great sailing ships. Public interest was so intense, however, that race organizers founded the Sail Training International association to direct the planning of future events. Since then Tall Ships Races have occurred annually in various parts of the world, with millions of spectators. Today, the race attracts more than a hundred ships, among these some of the largest sailing ships in existence, like the Portuguese Sagres. The 50th Anniversary Tall Ships Races took place during July and August, 2006, and was started by the patron, Prince Philip, Duke of Edinburgh, who also started the first race in 1956.



Greenwich is bidding to host the 2016 Tall Ships Race

7.62 Because of the interest shown from the Tall Ship presence in Royal Greenwich during the Games period the Borough has submitted a bid to host the 2016 Tall Ships Race.

7.63 Discover More Campaign

7.64 The press coverage of Royal Greenwich throughout the London 2012 Games was extremely positive, with the general consensus across all outlets being that Royal Greenwich played host to some of the most memorable moments, provided the most iconic and spectacular backdrop of all the London 2012 venues and that the surrounding areas were welcoming and provided a range of entertainment for visitors. Leading headlines included

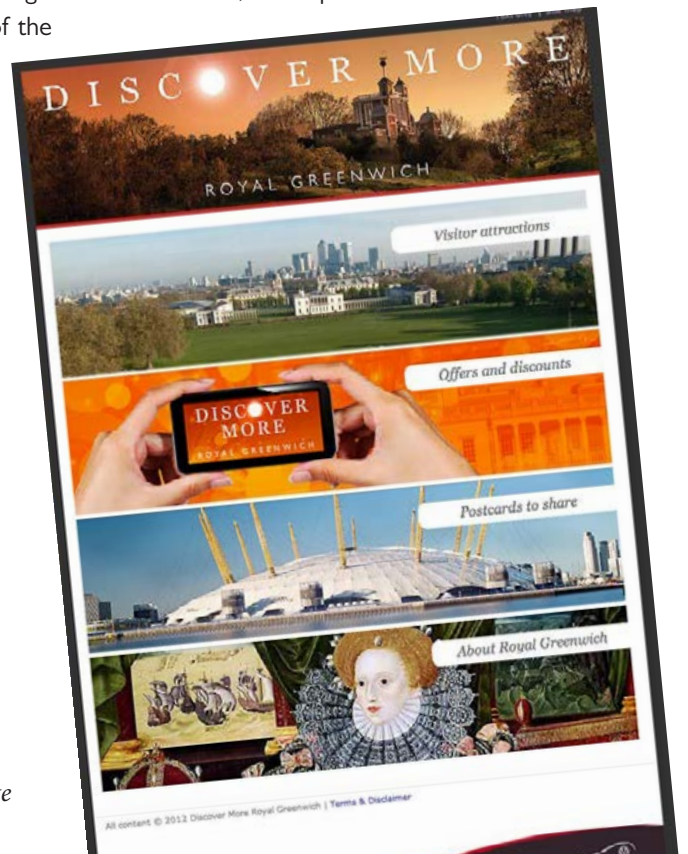


The Discover More campaign on a London bus in Oxford Street in November 2012

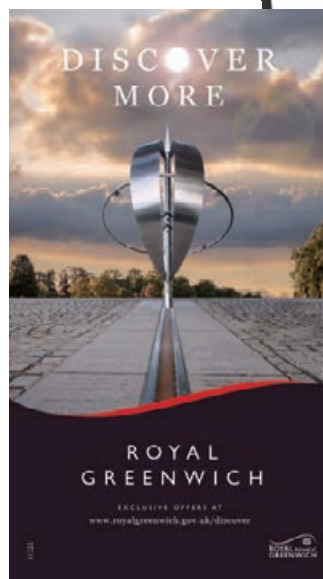
“Greenwich park looking resplendent”, “aesthetically stunning” and “Greenwich, undisputed star of the Games”. On the back of this success, there was an opportunity to run a tourism campaign, encouraging visitors to ‘Discover More’, to visit on day trips or to stay for longer spells in the Royal Borough to experience the full variety of attractions on offer. From the splendour of the Maritime Greenwich World Heritage Site in Greenwich Town Centre, to the stunning riverfront and remarkable architecture of the Royal Arsenal in Woolwich; from the magnificent Eltham Palace to Greenwich Peninsula, one of London’s most exciting new destinations and home to the world’s most successful entertainment venue, The O2 Arena.

7.65 The Discover More campaign was launched on 22nd October 2012, with a fantastic visual campaign running in London City and Heathrow Airports, and on London buses servicing key routes travelling through Oxford Street and other high visibility areas such as Knightsbridge, the Strand and Victoria. This was supported by a PR campaign targeted at national, international and trade publications.

7.66 The campaign promoted the www.royalgreenwich.gov.uk/discover link, which pushed traffic to the Royal Greenwich website, where details of the borough’s attractions were listed along with Discover More exclusive offers to a range of venues. The campaign was also promoted at the World Travel Market, held at Excel on 5-8 November 2012, the leading global B2B event for the travel industry.



The homepage of the Discover More website



Postcards were produced as part of the campaign

8. Children and Young People

8.1 Objectives

8.2 As a Host Borough it was essential that Greenwich schools were fully involved with the legacy process through both the curriculum and out of school hours with links with the local community. An Olympic Schools Working Group was established to take forward the following key objectives:

- That every child in Royal Greenwich should have a meaningful and positive, personal experience, of the London 2012 Olympic and Paralympic games
- To mobilise a network of Olympic and Paralympic Champions within schools as advocates to coordinate the schools preparation for the games and to inspire, motivate and engage promoting a sustainable lasting legacy
- To provide equality of access to extraordinary Olympic and Paralympic activity by:
 - Creating effective information systems between external organisations and all Royal Greenwich Schools
 - Ensuring professionals have access to materials and ideas to help them plan appropriate activity.

8.3 Benefits and Outcomes

8.4 When bidding to host the 2012 Games, Lord Coe stated in his presentation to the International Olympic Committee in Singapore in July 2005 that London would use the Games to inspire a generation. Royal Greenwich has utilised this strapline to good effect to develop engagement with children and young people in particular.

8.5 The ambition in Greenwich was for every young person to have an experience of the 2012 Olympic and Paralympic Games and that these experiences would motivate them to achieve success in their own lives.

8.6 A team of professionals from within schools were identified to work closely to develop an increased awareness of the 2012 Olympic and Paralympic Games. This included cross-curricular, whole school and extended learning opportunities. The involvement of children and young people in this approach would also increase their understanding of diversity, disability, discrimination and inclusion.

8.7 All schools in the Borough were encouraged through this process to join the LOCOG national Get Set programme which gave a number of Olympic opportunities which included visits to the Olympic Park, visits from Olympians and Paralympians and tickets to the London 2012 Games.

8.8 Direction of Travel

8.9 London 2012 Get Set Schools

8.10 The London Get Set network encouraged and supported schools in pro active 2012 Games engagement. More importantly all schools on the network had access to the London 2012 Tickets to the Games events, including London 2012 Games Test Events and opportunities for involvement in the Torch Relay.

8.11 Nightingale Primary school became the first school in the country to join the LOCOG Get Set programme and Royal Greenwich were the first local authority in the UK with 100 percent of their maintained schools' registered to the London 2012 Get Set Network.

8.12 As a reward for being the first school to join the Get Set Network Nightingale Primary School were chosen to welcome Archbishop Desmond Tutu on his visit to the Olympic Park site in February 2010. Two pupils met the Archbishop along with other children from the six host boroughs. They were invited to join the Archbishop for a tour of the Olympic Park where he expressed his belief that the London 2012 Games will inspire people across the world. The Archbishop addressed the group of 20 students:



A London 2012 Get Set School race

'As a South African, I know how much sport can help bring different people and nations together. I feel strongly that the London 2012 Olympic and Paralympic Games will be a fantastic celebration of the many different communities and cultures which exist in London and the rest of the UK'.

8.13 Cross Curricular Olympic Links in Greenwich Schools

- 8.14 As part of the Get Set Network and the local Olympic Champions network all Greenwich schools had access to a range of extraordinary opportunities linked to the games. In the run up to the games all schools implemented programmes of activity, both in and out of curriculum time, to recognise, explore and celebrate the Olympic and Paralympic games from every angle.
- 8.15 The work in schools took many forms from Olympic song writing marathons to interschool Mini-Olympics and from science explorations to Historical Research. With all Greenwich schools engaging with the games there are many fantastic examples of Olympic related activities in schools, designed to build skills and confidence in young people in the run up to the games and beyond.
- 8.16 Wyborne primary school and staff worked on an Olympic and Paralympic sculpture project. Under the supervision of the art coordinator students used wire and papier-mâché techniques to create ten life size sculptures of Olympic and Paralympic athletes, which were displayed in the school hall as part of the school's open day exhibition to the community. The Eltham Centre displayed the sculpture of the swimmer in their foyer.
- 8.17 A student from Middle Park primary school won a London 2012 Get Set competition after her school nominated her for living the Paralympic Value of determination. More than 200 primary schools across the UK took part, and the winner was a 10 year old who despite having a foot amputated had been inspired by the Games to take up Judo. She regularly fights non-disabled young people and has won tournaments. As a reward LOCOG organised a visit to the school from the Paralympic mascot Mandeville and the school community has been inspired to start their own Judo club.
- 8.18 Termly Olympic Champion meetings provided excellent opportunities for sharing best practice and in January 2012 Sherington Primary School gave a presentation on the range of activities they had delivered as part of their engagement with the London 2012 Olympic and Paralympic Games which demonstrates the breadth of schools work in this area. This included;
- Literacy and music: Composing and performing an Olympic song
 - Inclusive PE: introduction of Boccia and New Age Kurling
 - Organising a Sports day which became the 'Values' Games
 - Humanities: Studying ancient Greece
 - Art and Design: sculptural installation of athletes for display
 - Social Enterprise: Designing T-Shirts.
 - Science and healthy eating: designing a diet for Usain Bolt
 - Communication and Media: Creating short films

8.19 The Construction Crew

- 8.20 The Construction Crew was a leadership programme delivered by the Olympic Development Agency (ODA). Students from the selected schools regularly visited the Olympic Park and learnt more about the role of the ODA and build communication and management skills. Crew members from each participating school were supported to act as ambassadors for the ODA and communicate current progress on the Olympic Park. On the 3rd November all 40 members of the 2009/10 Construction Crew met Her Majesty the Queen during her visit to the Olympic Park. The visit received extensive coverage, including the 6 o'clock and 10 o'clock television news bulletins, along with radio, newspaper and online coverage.
- 8.21 Pupils attended the second round of Leadership and Responsibility workshops exploring Environment and Sustainability. Pupils shared their learning on their return to their schools by delivering assemblies and designing lessons and involving parents where appropriate. Pupils at Alexander McLeod led an assembly to the whole of Key Stage 2, sharing information on the buildings on the Olympic Park.

8.22 Olympic Park Site Visits

8.23 Working with the Royal Borough's Olympic Unit, the Extended and Healthy Schools team coordinated Olympic Site visits on behalf of all Greenwich schools. By July 2011 all Greenwich schools had been able to visit the Olympic park. The visits were very positively received by schools and young people returned to school full of enthusiasm for the Games in 2012.

8.24 Inclusion

8.25 A Disability Sport and Inclusion course took place on the 23rd September 2010 which was extremely well attended. Feedback from teachers was excellent. This event was led by the English Federation for Disability Sport and 23 schools from across the Borough were represented by mixed teaching and support staff. Many of these schools joined the Greenwich Disability and Inclusion Forum (GDIF) which was established to coordinate sport for people with disabilities in 2011.

8.26 Participation

8.27 LOCOG were keen to engage with young people to obtain feedback and input on design features for the Olympic Park and invited the Host Boroughs to nominate up to six representatives for the 2012 Legacy Youth Panel on the 11th December 2010. Thirty young people attended from all 5 host boroughs.

8.28 Achievements to Date

8.29 The Royal Borough of Greenwich Sportathon

8.30 Sportathon is a unique partnership initiative established by the Royal Borough of Greenwich in 2006 to promote active and inclusive physical engagement with young people across the Borough.

8.31 The initiative brings together for the first time key strategic partners of the Army, Charlton Athletic Football Club, Greenwich Leisure Limited and Royal Borough Greenwich, together with head teachers from across the borough's primary schools. The event is organised to engage young children in fun sporting activity with the aim of encouraging active sporting interest and creating the lower rungs of a long term active sporting pathway. In the space of three years it grew to involve all of the Borough's primary schools, with around 2,000 children participating.

8.32 Based at the Royal Artillery, Woolwich Barracks playing fields (venue for the 2012 Olympic and Paralympic shooting events), the Sportathon is a mass participation sporting event for primary aged school children. Its week-long programme offers six-a-side football, run by Charlton Athletic; an athletics programme facilitated by Greenwich Leisure Limited (GLL) which operate sports and leisure facilities in the Royal Borough; and a fun-based assault course run by the Army's Physical Training Instructors (PTI).

8.33 Over the course of the week the children participate in the three activities. Heats are held throughout the week with finals held on the fourth day. All those participating in the week, at all levels of capability and performance, receive certificates acknowledging their involvement.

8.34 In 2007 the Sportathon was selected by LOCOG as the inaugural stop for its Roadshow with its theme "Join In" aiming to encourage everyone – particularly young people – to be inspired by sport and to increase their participation in the run up to 2012. The event was attended by Lord Coe, Olympic gold medallist Daley Thompson and Sally Gunnell. Lord Coe remarked that Sportathon was exactly the type of initiative that he hoped would be inspired by the hosting of the 2012 Games in London.



Children celebrate at The Greenwich Sportathon

- 8.35 Commenting on the launch of the 2007 LOCOG Roadshow, Tessa Jowell, Olympics Minister said:

“The Greenwich Sportathon is an excellent event to launch the Roadshow, encouraging as it does young people to try out football skills, athletics and team building exercises.”



Sportsman Jonathan Edwards promotes the Olympics in schools

- 8.36 Further promotion of the Games took place through a number of visits to schools by Olympians and Paralympians during the lead up to London 2012. Jessica Ennis, Roger Black (former 400m Olympian) and Jonathan Edwards

were just some of the athletes who talked at assemblies at schools across the Borough giving their stories of inspiration and achievement. Local role models who undertook similar activities were Starting Blocks funded athletes Zoe Smith, Gemma Gibbons, Andy Barrow and Tosin Oke

- 8.37 As part of the objective to ensure community/school links all Royal Greenwich nursery schools received a visit from Mandeville, the London 2012 mascot. This helped to bring the Games ‘alive’ to some of the youngest members of the local community and also included parent and wider community engagement thus encouraging a greater understanding of the forthcoming Games

8.38 Provision of Mobile pool at Willowdene Special Needs School

- 8.39 Through large scale Paralympic sporting activities Royal Greenwich children and young people have developed their understanding about disability sport and the lives of famous Paralympians. This was never better demonstrated than with the “Make A Splash” programme which created two mobile swimming pools and was introduced as a strand of the Mayor of London’s Olympic Legacy to ensure that people who do not live near a pool are provided with an opportunity to learn to swim.

- 8.40 The Royal Borough successfully secured one of the mobile pools and this was located at Willow Dene Special Needs School during April to August 2010. WillowDene was the first school for children with disabilities in the country to host the programme. The project was launched on 1st June and the launch was attended by Paralympian and World recorder Ellie Simmonds (MBE) who swam in the pool with children from Willow Dene.

- 8.41 The mobile pool provided substantial benefit to the pupils at Willow Dene School who were allocated 80% of the school time. WillowDene was able to give their pupils extra swimming tuition and Charlton Special school pupils also used the pool with three other local schools. In total 6500 people used the pool.

8.42 The John Roan School hosts the BP Challenge Roadshow

- 8.43 This new Trading Challenge was a high-impact one day roadshow for 14-19 year old students. It was an exciting work related learning activity focusing on mathematics and enterprise. During the fast-paced session, students traded oil, reacted to market news, and managed a budget, using teamwork, decision-making and communication skills. It was also a great way to develop maths and enterprise skills in students. This exciting new roadshow was created in consultation with the London 2012 Organising Committee to give students a taste of the competitive world of business, while also allowing them to explore some of the Olympic and Paralympic values. John Roan School were selected to be the hosts for this event as they were one of the first Secondary Schools to join the Get Set network. Eltham Green Sports College and Eltham Hill Technology College also sent pupils to participate in this exciting event.

8.44 ODA Health and Safety Drama Workshops

- 8.45 As part of its campaign to be a good and considerate employer the ODA developed and ran a series of drama workshops based on the themes of staying safe and health and safety. The sessions used drama to communicate the importance of staying safe when living and going to school near to construction sites. These workshops were held in many Royal Greenwich schools since their introduction in 2009.

8.46 Plan Your 2012 Bid

- 8.47 Corelli College and the Eltham cluster were each awarded a grant of £8,800 to support their local schools to get involved in London 2012 and make the most of opportunities available through the official London 2012 education programme ‘Get Set’. The school were two, of only 125 schools awarded the grant, selected from

over 800 schools across Britain.

- 8.48 Middle Park School worked in partnership with the Eltham cluster of schools on a programme of activities designed to use the magic of the games and the Olympic Values to inspire and motivate young people and to enhance the curriculum. Young people played a key role in the development of the work in their schools, making use of their entrepreneurial talents and leadership skills and looking innovatively at the Olympic Values of Respect, Excellence and Friendship. The schools all received visits from Larry Achike the Team GB triple jumper which the children found inspirational and motivational. The cluster is following up this term with a programme of visits from Danny Crates the Paralympic gold medallist.
- 8.49 Corelli College ran a creative project called - Signs of Change which was designed to engage young people in expressing their ideas about the environmental and social impact of the 2012 Olympics and to understand that they have a positive contribution to make to their communities. The project led to the development of a number of art installations across the schools involved.

8.50 Opening and Closing Ceremonies

- 8.51 Sherrington, Nightingale, Herronsgate, John Roan, Crown Woods and Thomas Tallis schools were invited by London 2012 to take part in the Opening and Closing Ceremony of the Olympic Games. Students were selected following auditions and the successful students took part in rehearsals from June until August 2012.
- 8.52 The schools were chosen because of their commitment to the Get Set Programme along with Woolwich Polytechnic students, who lead sports activities for the community, in the Olympic park and Plumstead Manor who were part of the Guard of Honour greeting athletes during the opening ceremonies.
- 8.53 The involvement for these children and young people in these events provided them with fantastic experiences working with professionals, opportunities to learn new skills and to play a role in historic events. The climax was obviously their involvement in the Opening and Closing Ceremonies where the performances were broadcast live to the world.

8.54 Olympic Tickets

- 8.55 Royal Borough of Greenwich Schools have been working with London 2012 for the past two years on many different projects. The culmination of this work was the allocation of thousands of tickets, for children and young people, to various Olympic and Paralympic events. Throughout the summer period school staff accompanied groups of young people to the Olympic venues.
- 8.56 The students and staff thoroughly enjoyed their experiences and the students who were lucky enough to be involved in the closing ceremony were well aware of the fact that this was a once in a life time opportunity. The impact of seeing the Paralympics made quite an impression on them particularly around the issue of disability and classifications within each sport.

8.57 Torchbearer 2012

- 8.58 Chester Chambers was nominated by Thomas Tallis School to carry the Olympic Torch in the run up to the Olympic Games in Greenwich. This was in recognition for his work with the beat bullying campaign.

8.59 Case study I – Greenwich Schools Jump Design

- 8.60 The venue for the Equestrian and Modern Pentathlon events for both the Olympics and Paralympics was Royal Greenwich Park in the Royal Borough of Royal Greenwich. The events took place from 27th July – 8th September 2012 with the cross country taking place on 30th July 2012.
- 8.61 The cross country course element of the Equestrian event for the Olympic Games had 27 'stations' thorough out the course which included 45 jumps.



The course was 6000 meters long and included the arena in front of the Queen's House and wound all through Royal Greenwich Park up and down the hills and into the water jumps.

- 8.62 The jumps themselves were designed by a specialist Course Designer and adhered to the International Federation's rules, regulations and standards for such an event. Each of the 27 stations throughout the course was themed using national, London and local Royal Greenwich landmarks, history and culture. One of the local Royal Greenwich landmark stations had a Time related theme and was designed and developed by the course designer.
- 8.63 The other Royal Greenwich station had two jumps: one, a slope, going into the station and one, a house shape, leaving the station. They were designed and built by LOCOG. There was a space beside this jump combination. It is the "course furniture" within this space that was available for Royal Greenwich school children to design.
- 8.64 A brief was developed and sent to all secondary, primary and nursery schools in Royal Greenwich. A workshop with the Eventing Manager at LOCOG, was held on Friday 17th June 2011 at Mitre Passage. Thirteen schools attended the workshop which was aimed at helping them to understand what the design was for and to help them think about Royal Greenwich as the place in which they live and learn.
- 8.65 The schools were asked to submit posters or models which represented the children's 'ideas' of what Royal Greenwich meant to them as a place to live and learn. Nineteen schools submitted a total of 117 designs. These were displayed in the Town Hall through August 2011 and local people were invited to vote for their favourites. These votes were counted and the top designs (or ideas) were the subject of a judging panel in October 2011 led by Councillor Chris Roberts and Sebastian Coe and including Layton Reid, Course Leader for Interior Design, Environment & Architecture at Ravensbourne College and Freya Miller, Chair of the Royal Greenwich Young People's Council. The panel selected the best five 'ideas' or themes from the finalists voted for by the public.
- 8.66 Five pupils from each of the selected schools were then invited to take part in a workshop run by Ravensbourne College in November 2011 where they developed their ideas into models. Students from Ravensbourne College Environment and Architecture Faculty worked with their tutor, Greg Epps, over the next few months, to produce the final installation.
- 8.67 The structure comprised representations of the Cutty Sark, Royal Greenwich Observatory, Thames Barrier, Old Royal Naval College and The O2 Dome. It was installed by the students and course builders from LOCOG in the beginning of July 2012. Children from the participating schools met with Olympic Gold Medal winner Jonathan Edwards to view the installation on Tuesday 17th July 2012.
- 8.68 It is proposed that the installation will be retained at the new equestrian centre as part of the legacy programme of art and culture that Royal Greenwich has developed by being a host Borough for the London 2012 Games.

8.69 Case Study 2 – Beacon 2012 Legacy Exchange Sailing Adventure on the Morning Star tall ship

- 8.70 In March 2009 Greenwich Council was awarded Beacon Status by the LGA under the theme, Olympic Games and Paralympic Games Legacy. Four other authorities also achieved Beacon Status for the same theme. These were; Dorset (and Partners), Essex, Hackney and Kent.
- 8.71 In April 2010 Kidbrooke School pupils and staff participated in an exchange sailing project with students and staff from Portland, Dorset where the Olympic sailing events in 2012 took place.
- 8.72 The project involved the Tall Ship 'Morning Star' making two voyages from Greenwich to Portland and back. Each voyage crew consisted of 4 Year 10 students from Portland RMAC school and 4 Year 10 students from a Greenwich school with 2 Adults accompanying each voyage.
- 8.73 The aim of the project was to establish a sustainable link between the two authorities, building on the Portland &



Sailing adventure onboard the Morning Star

Greenwich Naval history and the 2012 legacy aspirations for our young people who live in very different cultures, a city and an island. The Morning Star Trust is an adventure sailing organisation, whose aim is the personal and spiritual development of individuals through the challenge and fulfilment of sailing at sea.

- 8.74 The project was a great success with the young people, many from deprived backgrounds learning and developing life skills. A delegation including the children's parents, the Mayor, Deputy Mayor and Press team were at Greenwich Pier to greet them on their arrival back. Further projects between the two authorities are currently being explored.

8.75 Legacy programme beyond 2012

8.76 Capturing the momentum

- 8.77 The 2012 Olympic and Paralympic Games proved to be an amazing spectacle and fantastic world event and in particular a huge success for Royal Greenwich as a host borough. In order to build on this positive momentum and of the good work carried out across the education sector over the last seven years it is proposed to hold a key conference in the Autumn of 2012 for schools.
- 8.78 The intended outcome will be to build on those feelings of pride and the powerful sense of belonging that the Games created. Schools are in a unique position to capture and develop these feelings within their school communities.
- 8.79 The first conference will bring together school leaders, young people and athletes to celebrate the momentous Summer of Sport and start to assess the longer term impact for the Olympic legacy in Royal Greenwich schools.
- 8.80 Professional network and creativity in the curriculum
- 8.81 The engagement of Royal Greenwich Schools in the London 2012 games went beyond expectations with children and young people able to access tailored and targeted opportunities from their classroom all the way up to and including the Olympic stadium.
- 8.82 Building on the enthusiasm and engagement of schools it is proposed that we continue planning collaboratively for the sustained legacy of the games, using the Olympic and Paralympic values, linked to inspiration and school improvement.
- 8.83 With the success of Olympic Champions Group to develop creative solutions and drive change, we aim to continue to develop the network of professionals working in Royal Greenwich Schools beyond 2012, to offer ongoing professional development opportunities and support them in curriculum planning at school level and connecting across clusters.

8.84 Inspiration

- 8.85 One of the great successes that schools have highlighted over the past five years has been the impact of the visiting Olympian and Paralympian athletes. For students to hear first hand their stories of triumph of the human spirit over adversity proved to be the inspiration for this generation. It is therefore proposed that this programme will continue using a new set of powerful role models including our own local Greenwich Starting Blocks Olympians and Paralympians.

8.86 Inclusion

- 8.87 Building on the success of the GDIF it is proposed to strengthen links within its membership by organising Paralympic style sports events for clusters of schools based on the most popular sports enjoyed by young people at the Games e.g: Boccia and Goalball.

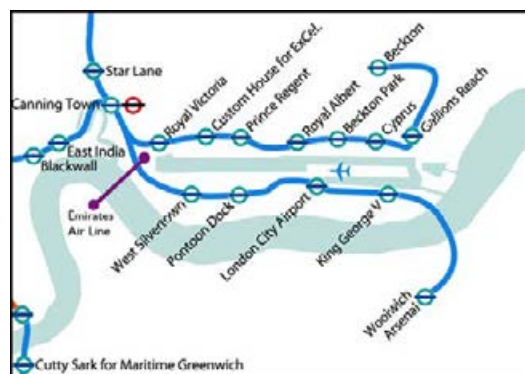
9. Transport Legacy

9.1 Objectives

- 9.2 Greenwich Council's long-term objective is to make Greenwich a great place to live, work, learn and visit; a leading borough in London in terms of growing prosperity, health, education, employment, skills, the environment, culture and social cohesion. The provision of an affordable, sustainable and accessible transport system (as demonstrated at North Greenwich with the Jubilee Line) is a primary tool in achieving these objectives of attracting development and investment and of enabling convergence. As part of facilitating the transport aspect of this aim Greenwich Council has played an active role in the rewriting and development of the Mayor of London's Olympic and Paralympic Legacy Action Plan (OPLAP).
- 9.3 The Royal Borough's key legacy objectives for Transport were to maximise the opportunities from being a host borough for the 2012 Olympic and Paralympic Games by increasing the sustainable travel capacity and opportunities for trips to and from key growth and employment centres within the Borough and ensure the network enables all residents and visitors to access health, education (including 16+ establishments), employment, social and leisure facilities within and beyond the Royal Borough of Greenwich.

9.4 Measures to achieve this include:

- Facilitating the delivery of Crossrail, including the fit out of the Woolwich station to a fully operational level and implementing Crossrail complementary measures to allow better access to already committed infrastructure.
- Continuing to promote and support a package of Thames River Crossings (including the development of a fixed crossing at Gallions Reach) and the further development of passenger River Services, to improve access to key employment areas and address severance in the East of the Borough and intensification of river use overall.
- Improving North/South public transport links within the Borough including the investigation of extending Docklands Light Railway services to Kidbrooke and Eltham and beyond.
- Working towards the implementation of express bus routes both in and beyond the Borough (including the promotion of a new Riverside Transit) to improve links between opportunity and intensification areas, orbital links and to reduce and smooth journey times for public transport users in the Borough.
- Improving the health of residents by promoting Active Travel - increasing walking and cycling.
- Increasing walking, cycling and public transport access by reducing crime, fear of crime and antisocial behaviour through well designed, high quality and historically sensitive public realm improvements.
- Reducing Greenwich's contribution to climate change and work to improve the Borough's air quality. (Reduce transport-related CO2 emissions, tackle congestion, smooth traffic flow and increase the proportion of trips made by sustainable modes.)



DLR, Underground and Cable Car Crossing

9.5 Benefits and Outcomes

- 9.6 As a major tourist destination Greenwich attracts over 18 million visitors a year. Post the 2012 Games and based on previous Olympic Host Cities experiences, this figure is likely to increase significantly. The success of ever increasing visitor numbers will in part be driven by having an accessible, fast, efficient transport infrastructure that can cater for the volumes that are anticipated.
- 9.7 Connectivity to other parts of London for local people is essential when looking for employment opportunities. With large numbers of jobs becoming available on the Olympic Park it was imperative that good transport infrastructures existed to enable local people to compete for some of the thousands of jobs pre Games and to look to the longer term post Games.

- 9.8 RBG is one of the boroughs in London expected to register a high population growth in the next 20 years, which will not be matched by an equally high increase in new employment opportunities; residents of RBG will need improved access to the new job opportunities elsewhere to maximise their economic prospects.
- 9.9 It is clear that both the northern and southern part of the borough are well connected by rail to central London, with low journey times to the mainline stations at London Bridge, Charing Cross, and London Cannon Street. The northern part of the Borough is also well connected to the boroughs north of the river, with relatively low journey times to Bethnal Green, Whitechapel and Stratford.
- 9.10 A crucial element though is that north – south connectivity by public transport is poor, and consequently journey times between the northern half of the borough and the southern half of the borough are significant. The journey times from the southern half of the borough to locations north of the river is naturally even longer, for instance it can take up to 90 minutes to reach Stratford from Mottingham. This can have significant implications with respect to access to opportunities for people living in the southern part of Greenwich.

9.11 Direction of Travel

- 9.12 Woolwich DLR station opened in January 2009 and is now carrying almost 6 million passengers per year (over twice the predicted figure). In late 2011 a further extension opened to the Olympic Park Stratford and Stratford International stations giving a direct link from Woolwich via City Airport. Work was also completed in 2011 on capacity enhancements, making all DLR lines capable of running a 3 car capacity.
- 9.13 Following a Best Value Review into cycling completed in April 2011 an Action Plan of initiatives prioritised by stakeholders is being implemented. This includes physical measures such as the work currently underway to facilitate cycling on certain routes in the Boroughs parks, including Hornfair, which will give direct access to the new BMX track. Cycle training for both adults and children has intensified, and this year has seen a number of initiatives to support and develop cycling and walking in the Borough with a dedicated Active Travel officer funded in partnership with the Primary Care Trust, and a TfL funded Bike It officer in the Borough's schools.

9.14 Achievements to Date

- 9.15 2011 saw capacity enhancement to the Jubilee Line (which passes through the Borough at North Greenwich). The enhancements to the train management programmes and signalling achieved almost a 30% increase in capacity. When the line reaches its maximum operational speed in early 2012 train frequency will be set at two minute intervals.
- 9.16 Commuter River Services have been expanded to Woolwich Arsenal with an agreement running to July 2013 in line with the wider TfL River Services subsidy.
- 9.17 Crossrail is currently being built, and scheduled to become operational in 2018, Crossrail's south-eastern arm extends to, and terminates at, Abbey Wood station on the border of Greenwich and Bexley. It passes through Woolwich before crossing the river Thames to Custom House and travels west via Canary Wharf to Central and West London. The station box in Woolwich is currently being delivered by Berkeley Homes; however the Woolwich Station fit-out is required to provide Greenwich with an operational Crossrail station and to maximise the potential of interchange with DLR and national rail services.
- 9.18 A new river crossing in the form of the Cable Car opened in June 2012. This operates between Greenwich Peninsula and The Excel Centre on the north side of the river and can carry up to 2,500 people per hour.

9.19 Legacy beyond 2012

9.20 Crossrail

- 9.22 The construction of Crossrail represents the largest infrastructure project in Europe and London's first new railway for over 20 years. It will provide for the first time direct links from Abbey Wood and Shenfield in the east and Berkshire in the west to Heathrow, Central London and Canary Wharf. In doing so, it will provide a new underground line through central London which is anticipated to add 10 per cent to London's rail capacity. Crossrail is forecast to generate at least £36 billion in current prices to the national GDP over the next 60 years.



- 9.23 Two Crossrail sites are now physically active in the Borough, the Woolwich Station Box site within the curtilage of the Royal Arsenal, and the site of the Plumstead Portal, where the enabling works are taking place for the launch of the tunnel boring machines for the Thames drive.
- 9.24 The third work tranche is the 'on line work' from Plumstead to Abbey Wood and the redesign and build of Abbey Wood Station, for which Network Rail is acting as the nominated undertaker.
- 9.25 An additional benefit is the development of an overnight 'stabling' facility for some of the Crossrail rolling stock in Plumstead. Although not originally agreed as part of the Crossrail Act this facility would have the double benefit of improving resilience for Crossrail and providing the opportunity for local employment.

9.26 River Crossings

- 9.27 TfL have begun to engage with RBG over the proposed River Crossings at Silvertown (Greenwich Peninsula to the Royal Docks) and Gallions Reach. The first is proposed as a road tunnel and, although currently unfunded, is scheduled to be implemented in 2022. The Gallions Reach crossing (again currently unfunded) is proposed as a ferry which will replace the Woolwich Ferry in 2017. RBG is requiring that there is a future TfL commitment for a fixed link at this location. However, there remains the need for a further bridge crossing in this area.

9.28 Network Rail

- 9.29 As part of their current planned and funded programme of works to enhance capacity, in 2012 Network Rail will upgrade all stations in the Borough (with the exception of Woolwich Dockyard where the site constraints will not accommodate the work) to allow 12 car train operation.
- 9.30 RBG will play an active role in the new Proposed Long Term Planning Process (LTPP) for rail. The proposed replacement for the geographic RUS process will be in three parts:
 - a) Market Studies, which will forecast future rail demand, and develop "conditional outputs" for future rail services, based on stakeholders' views of how rail services can support delivery of their strategic goals;
 - b) Route Studies, which will develop options for future services and for development of the rail network, based on the conditional outputs and demand forecasts from the market studies, and assess those options against funders' appraisal criteria in each of Network Rail's devolved Routes; and
 - c) Cross-boundary analysis, which will consider options for services that run across multiple routes, and ensure that Route Studies make consistent assumptions in respect of these services.

9.31 Rapid Bus Links and Light Rail

- 9.32 The Royal Borough has been working with TfL and other stakeholders to investigate the feasibility and provision of rapid transit schemes which would maximise committed and delivered infrastructure by linking opportunity and intensification areas in the Borough to transport hubs. The two primary routes which need to be delivered are the east-west link (from Abbey Wood via Thamesmead, Woolwich, and Charlton to North Greenwich), and a north-south link from Falconwood and Eltham, via Kidbrooke to North Greenwich.
- 9.33 Post Games Time the head of Bus Network Development has agreed to begin an exercise with RBG to look at the strategic requirements for the development of the network to facilitate the quantum of growth and development in the Borough

9.34 Case Study I - Woolwich DLR – Before and After Study

- 9.35 This case study details the effects of the Woolwich Extension on the town centre; DLR took the opportunity to collect two detailed data sets in Woolwich town centre, the first in 2006 before the opening of the Extension, and the second after it had been operating for one year, in early 2010. This allowed for the impact to be objectively measured and therefore to deliver a robust evidence based conclusion.
- 9.36 Although the findings are specific to Woolwich it is reasonable to assume the outcomes are representative of the effects of a new DLR type link in areas of similar demography and levels of public transport accessibility.
- 9.37 The Docklands Light Railway (DLR) Woolwich Extension



Woolwich Arsenal station terminus on the Docklands Light Railway

(linking Woolwich to Bank via City Airport and Canning town) opened in January 2009 and had a predicted usage of 2.4 million passengers in year 1 of operation. In fact over 5 million passenger journeys began or terminated at Woolwich Arsenal in DLR's first year, over double that expected.

- 9.38 The conclusions of the Study are that DLR is helping to deliver a range of regeneration benefits, partly through partnership working, and partly through attracting inward investment through better connectivity. Businesses in Woolwich town centre are generally improving in appearance, and there are more new retail outlets opening than closing with evidence of new higher quality business formation. Housing developments are continuing, and there is scope for further development.
- 9.39 In overall conclusion, although it was completed only one year after DLR Woolwich Arsenal opened, the Study shows that all the indicators point to a strong early success. Ridership is up across the DLR network, and the DLR station in Woolwich is heavily used. Reactions to the new DLR station, and the opportunities it provides are extremely positive in both Woolwich and North Woolwich.
- 9.40 This early success of the DLR station shows the suppressed demand in the Woolwich area and augurs well for the next step change in accessibility when Crossrail comes to Woolwich and Abbey Wood/Thamesmead.

9.41 Summary of Findings

Target	Findings	
	2006/8	2010
Contribution to Mode Shift	Although DLR offers the opportunity for substantial mode shift, this was thought to be compromised by heavy through traffic in the town centre which could detrimentally affect the interchange between bus and rail.	Surveys show the high ridership is a mix of new trips (suppressed demand) and modal shift. Oyster data shows high levels of interchange between bus and DLR, with little reduction in heavy rail numbers. Through traffic largely removed from town centre by the new public transport corridor in Woolwich New Road.
Improved access for people in Woolwich, North Woolwich and Silvertown	People surveyed showed little enthusiasm for improved cross-river access, and a lack of interest in people and experiences outside their area. The author thought that this was symptomatic of excluded communities and was positive about the effect of DLR helping to open this up by working with campaigns directed locally.	Surveys showed much greater enthusiasm for access to Woolwich town centre from both Woolwich and North Woolwich. Woolwich residents use DLR to access a wide range of destinations north of the Thames, and contrary to the 2006 findings North Woolwich residents are visiting Woolwich town centre for both shopping and leisure. Strong consensus is that DLR has helped Woolwich 'improve'.

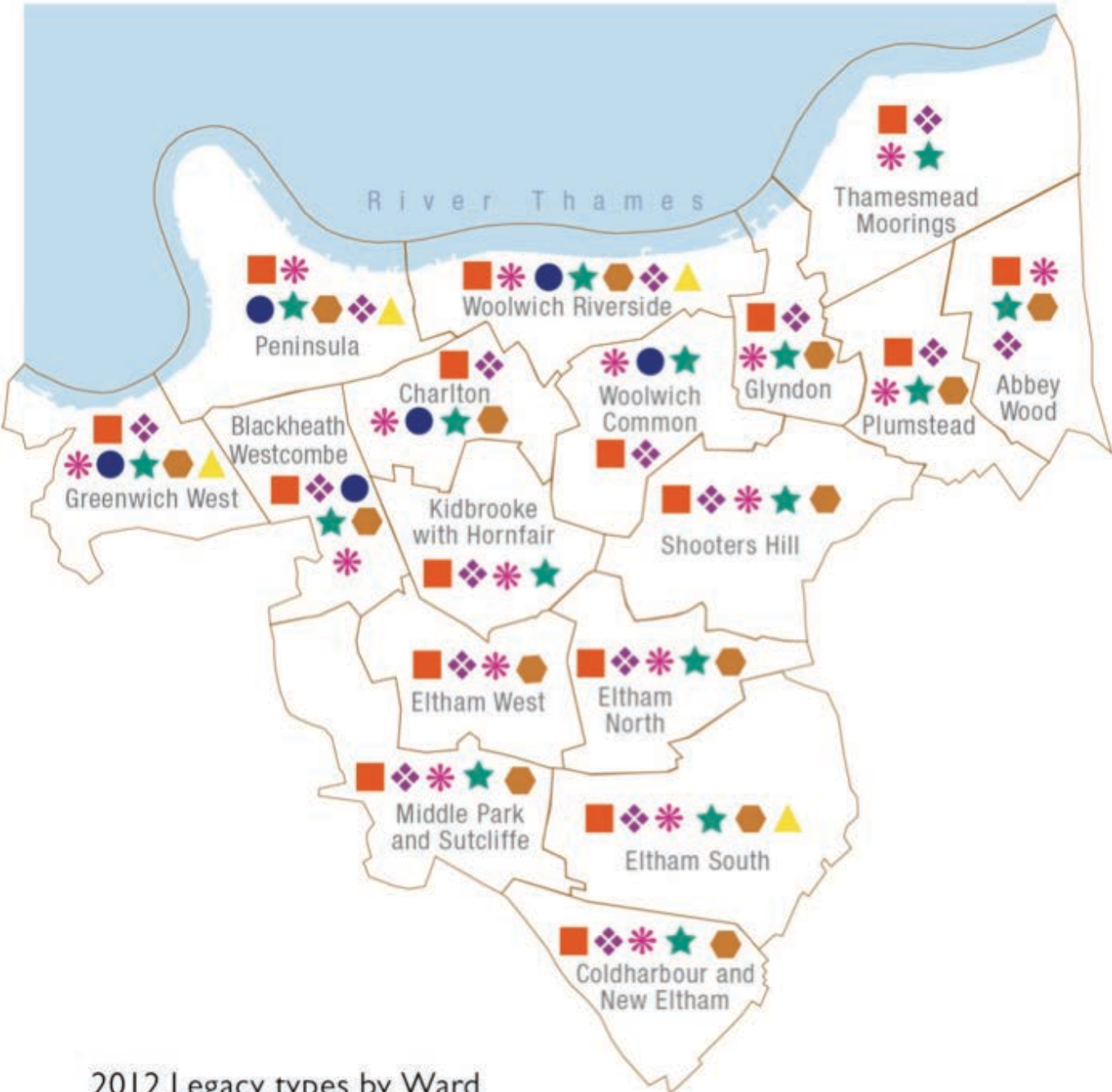
Target	Findings	
	2006/8	2010
Increasing Access to Jobs and Opportunities	Jobseekers were very positive about DLR. They saw it as a way to shorten journeys and open up opportunities and job possibilities. Stakeholders thought that investment in skills development for local communities was helping widen people's perspective to allow future take up of employment in the wider DLR area.	Surveys showed a very positive response to DLR. People were using the service regularly to access universities in East London and Greenwich. The recession has made assessing the impact of DLR on employment more difficult, however unemployment has fallen in parts of Woolwich, especially amongst young people.
As a Catalyst for Regeneration	All surveyed insisted that DLR was already sparking regeneration, and would continue to do so for years after opening.	Despite the economic downturn, the Arsenal and Love Lane developments are still on track. The DLR over station development is now entering its planning stage. Funding for the highways and 2 public Squares in Woolwich was not effected, the highway and footway work and new public transport corridor was completed in early 2010 and the work on the Squares is completed and has proved a great success.
Promoting Social Inclusion	DLR was welcomed as likely to support social inclusion, however the After study needs to measure not just indicators such as 'proportions of people in work' and 'average incomes', but to examine if it is the same people who are not in work, with low skills and with poor health.	The economic regeneration appears to be delivering benefits for all and there is still a good mix of high street independent and chain stores. Since 2001 there is an 18% population increase in Woolwich Riverside. Improvements to Local Authority housing stock are also underway.

Target	Findings	
	2006/8	2010
Effects on Crime, Graffiti and Personal Security	Both perceived and actual crime rates were high and a deterrent to evening activity. Only 30% rated Woolwich as average or better for personal safety.	60% now rate Woolwich as average or better for personal safety. Evening footfall increases shows the gradual emergence of an evening economy.
New Housing Provision	Woolwich town centre was already both anticipating and experiencing a dramatic expansion in housing. DLR was used to market existing development and attract new development and potentially increase their value.	Woolwich Arsenal phase 2 is underway as is Love Lane. New build prices increased in early 2008, but fell later that year, they have now recovered to the former levels.
Retail and Leisure	The baseline was low, with void shops and few entertainment centres. Shopping and town centre development were in hand and a cinema complex was planned for the Arsenal site. DLR although integral (in that it attracts new residents) was not seen as a prime factor in these.	Since the earlier report, of 153 businesses 3 have closed, 7 re-opened and 29 changed use or ownership. Beresford Square market is busy with new stalls and equipment. There is still a gap in the leisure market, especially for the more affluent residents.
Accelerating Inward Investment	DLR is accelerating inward investment already and giving a level of confidence. This is expected to increase once the station opens. Although measuring the effect is difficult the establishment of 'control areas' should help to isolate DLR's effect as a catalyst locally.	There is significant investment (see comments above). New business start up is high in Woolwich, and White Heart Business Park is in its second phase. Due to lead in times for new businesses (and the effects of the economic downturn) it is still too early to fully assess the extent and impact of DLR on inward investment.

10. Legacy Map

- 10.1 The Legacy map plots the gains and benefits by ward from the seven legacy themes. The map shows that all wards received some sort of benefit from the seven themes.
- 10.2 Every ward has a school and therefore benefits from the Children and Young People legacy as every school in the Borough has been engaged in some aspect of the 2012 Games. This is best exemplified by the Sportathon event.
- 10.3 Every ward has had a resident who has benefited from the Employment and Training legacy theme and likewise every ward has residents who have used and benefited from the extension of the DLR into Woolwich and the Jubilee Line improvements.
- 10.4 Every ward has had a Business that either received help and advice on how to increase businesses knowledge and capacity to win contracts or actually won an Olympic related contract.
- 10.5 Other wards had various benefits which were sometimes limited (tourism legacy for example mainly applied to three wards only due to the location of the attractions) or Cultural activities only took place in specific fixed venues for example.
- 10.6 Overall of the 17 wards in the Borough three had benefits from all seven legacy themes; three had benefits from six of the legacy themes; eight had benefits from five legacy themes and three had benefits from four legacy themes.
- 10.7 One of the important conclusions to be drawn from this legacy map is that the benefits and gains from hosting the 2012 Games in the Royal Borough are deep and widespread. The Royal Borough is well placed to build on this momentum into the foreseeable future if it is able to sustain the strong leadership, focus and commitment it has demonstrated since winning the right to host the Games in 2005.

Spread of Legacy Benefits across the Royal Borough of Greenwich



2012 Legacy types by Ward

- Business and Investment
- ✱ Children and Young People
- Cultural
- ★ Employment, skills and training
- Health and Sport
- ◆ Transport
- ▲ Tourism

11. Conclusions

- 11.1 The overriding view of the 2012 London Games by athletes; spectators; sponsors; organisers and the media was that the event was a huge and successful celebration of sporting excellence.
- 11.2 As one of the biggest venues for the Games, Royal Greenwich can take immense pride in the contribution it made in making The 2012 London Games one of the greatest Games in modern history.
- 11.3 One of the longer term key indicators of success was the legacy that would be gained from the opportunities that arose from being a host of the Games. Without question the early embracement of this aspect has meant the legacy in Royal Greenwich has already paid handsome dividends as shown in the previous chapters of the report.
- 11.4 The Golden Thread has undoubtedly been the early planning and awareness of the opportunities that have become available during the past seven years. The linking into the “Inspiring a Generation” theme that LOCOG advocated has meant all of the young people in education in Royal Greenwich schools have been involved in the countless initiatives associated with The Games.
- 11.5 The four young athletes from the Royal Borough who represented Team GB were also an inspiration for the young people and the investment and development of the boroughs sports clubs and facilities will hopefully encourage and lead more of our younger generation into a healthy and active lifestyle. Our own capital investment into sport led to an equal amount of external funding on a pound for pound basis which has secured some of the best public accessible sporting facilities in London.
- 11.6 Royal Greenwich and GLLaB continued to lead the way in obtaining training and employment opportunities for local people on Olympic led initiatives. Whether it was in the planning stages with the other host boroughs or the building and construction phase or Games Time services mode, Royal Greenwich played a leading part in ensuring local people were given every opportunity to gain training skills and employment. The lessons learnt from the millennium were extremely helpful when negotiating with contractors and LOCOG for the 2012 Games and these new experiences from 2012 will be put to great effect when pursuing future employment opportunities either at the Olympic Park or with new businesses locating to the Royal Borough.
- 11.7 Many of The Royal Borough’s regeneration plans, which were set out in the Greenwich Strategy in 2005, have been progressed more rapidly due to the opportunities that arose from being a Host Borough for the Games. The DLR extension to Woolwich; the improvements to the Jubilee Line; the many Hotel developments ; Public Realm improvements in General Gordon Square and Cutty Sark Gardens are examples of projects that came to early fruition in time for the Games.
- 11.8 The development of a Cruise Liner Terminal on the Peninsula was again accelerated due to the Games coming to Royal Greenwich and alongside the extensive tourism and cultural offer within the borough makes Greenwich an attractive place for businesses to be based.
- 11.9 The Business Club initiative at Mitre Passage, which came about through links made with UKTI in Beijing in 2008, again proved a masterstroke in promoting business opportunities to an international audience. The re-structuring of the Royal Borough to address and maximise these opportunities is an important next stage in how to continue the growth from legacy.
- 11.10 The 4 billion world wide television audience who watched the coverage of the Games undoubtedly received a very positive profile of London and Greenwich in particular. The positive and solid legacy base that is outlined in this report should now act as a springboard to even greater achievements in the coming years. Research has shown that previous host cities have all benefited significantly in tourist visits in the years following the Games and Royal Greenwich will need to be prepared to benefit in much the same way.
- 11.11 This positive position on legacy has only come about due to a committed and carefully planned approach by the Royal Borough and although it has to be congratulated on the successes to date, this is no time to be resting on laurels, but is a time to make sure that we are in a position to build on the platform that has so effectively been created.

11.12 Key initiatives arising from the seven legacy themes that will form the next phase of legacy gains include :

- The transfer of Public Health to the Local Authority which will enhance and help deliver the Sport and Health agenda
- To work with the Cultural Forum to encourage more of the creative industries to re-locate to the Royal Borough
- To establish the Tourism/Destination Company in order to capture future expansion in the tourist market post Games
- Continue to develop the 'Inspiring a Generation' theme through various initiatives within all of the borough's primary and secondary schools
- To continue lobbying the relevant external agencies to increase and improve transport hubs across the borough (Crossrail; Rapid Bus and DLR; River crossings)
- GLLaB to continue to work with all the relevant agencies and employers to maximise employment and training opportunities arising from the new Olympic Park and other associated developments.
- A regular review process will need to be considered as part of the ongoing monitoring to ensure the direction of travel is consistent with the Royal Borough aspirations and plans.

12. Appendix I

Acronyms

AEG	Anshutz Entertainment Group Owners of North Greenwich Arena 1 (the O2 Dome)
APS	Active People Survey
BOA	British Olympic Association
BSF	Building Schools for the Future
CSCS	Construction Skills Certification Scheme
DCLG	Department of Communities and Local Government
DCMS	Dept of Culture, Media and Sport
DLR	Docklands Light Railway
DMO	Destination Management Organisation
ETTA	English Table Tennis Association
GGN	Games Graduate Network
GIAF	Greenwich Inclusive and Active Forum
GLA	Greater London Authority
GLL	Greenwich Leisure Limited
GLLaB	Greenwich Local Labour and Business
GOE	Government Olympic Executive Lead government body for coordinating the Olympics, sits in DCMS
GOL	Government Office for London
GOV	Government
HLF	Heritage Lottery Fund
IOC	International Olympic Committee
IPC	International Paralympic Committee
LA	Local Authority
LDA	London Development Agency
LETF	Local Employment and Training Framework
LGA	Local Government Association
LLDC	London Legacy Development Company
LOCOG	London Organising Committee for the Olympic Games
LTPP	Long Term Planning Process
MUGA	Multi Use Gym Area
NEET	Not in Education or Employment
NGB	National Governing Bodies
NHS	National Health Service
NOC	National Olympic Committees
ODA	Olympic Delivery Authority
OPLAP	Olympic and Paralympic Legacy Action Plan
PCT	Primary Care Trust
PTI	Physical Training Instructors
RBG	Royal Borough of Greenwich
SME	Small and Medium Enterprises
SPAH	Sport, Physical Activity and Health
TfL	Transport for London
TGF	The Greenwich Festivals
UKTI	United Kingdom Trade and Investment
WHS	World Heritage Site

