



A legacy for  
North London

**“This really would be a Games for the whole of London and the nation and would leave a lasting legacy both in the capital and across the UK.”**

**Ken Livingstone Mayor of London**

## North London's commitment

North London is delighted that the 2012 Olympic Games and Paralympic Games will be coming to London and we are keen to play our part in ensuring their success. We strongly support the aim to ensure the 2012 Olympics act as a beacon for London's growth and renewal. The Games will be the catalyst for a huge growth in participation in sport and physical activity, for improved facilities, expanded employment and business opportunities and will leave a lasting legacy for London. Ensuring the opportunities offered by the Olympics benefit London's deprived and excluded communities will be one of our major challenges.

North London, as the closest adjacent sub-region to the main Olympic site, with part of the Olympic Park in Waltham Forest, is keen to play its part in delivering a successful Games and a lasting legacy. North London has a lot to offer – an abundance of green space, one of London's largest industrial, distribution and logistics corridors plus a highly skilled and diverse workforce. This document represents our commitment to work in partnership to deliver London's Olympic objectives and sets out some of the actions we will be taking to support them.

The North London Strategic Alliance, and its members from the private, public and voluntary sectors, look forward to working with the Olympic Delivery Authority and the London Organising Committee to ensure that 2012 is the best Olympics ever. However to quote Lord Coe:

**“Hosting the Games does not automatically confer a healthy legacy to the host city. To achieve the benefits the challenge is to plan and implement a legacy that ensures the opportunities flow back to the people and places that need them most.”**

*Brian Salinger*

Cllr Brian Salinger  
LEADER – BARNET

**BARNET**  
LONDON BOROUGH

*Michael Rye*

Cllr Michael Rye  
LEADER – ENFIELD

**ENFIELD**  
Council

*Charles Adje*

Cllr Charles Adje  
LEADER – HARINGEY

**HARINGEY COUNCIL**

*Clyde Loakes*

Cllr Clyde Loakes  
LEADER – WALTHAM FOREST

**Waltham Forest**

**2012**

## Legacy

The successful bid was based around a vision that the London Games would make a major difference, bequeathing an immense legacy - locally, nationally and internationally. The London 2012 concept is to achieve four main legacy benefits:

- To create world-class sports facilities which meet a clearly defined sporting need and become the heart of existing communities;
- To enhance the opportunities and support available to Britain's competitors across the range of Olympic and Paralympic sports;
- To drive the regeneration of the east of London, delivering a high-quality environment for business and opportunities for local people;
- To create a major new urban park: the biggest created in Europe in 150 years.



## Realising the Benefits of Hosting the 2012 Olympic & Paralympic Games: A Framework for Action

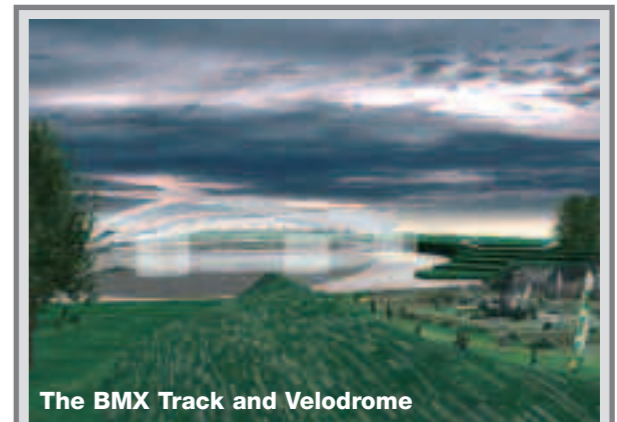
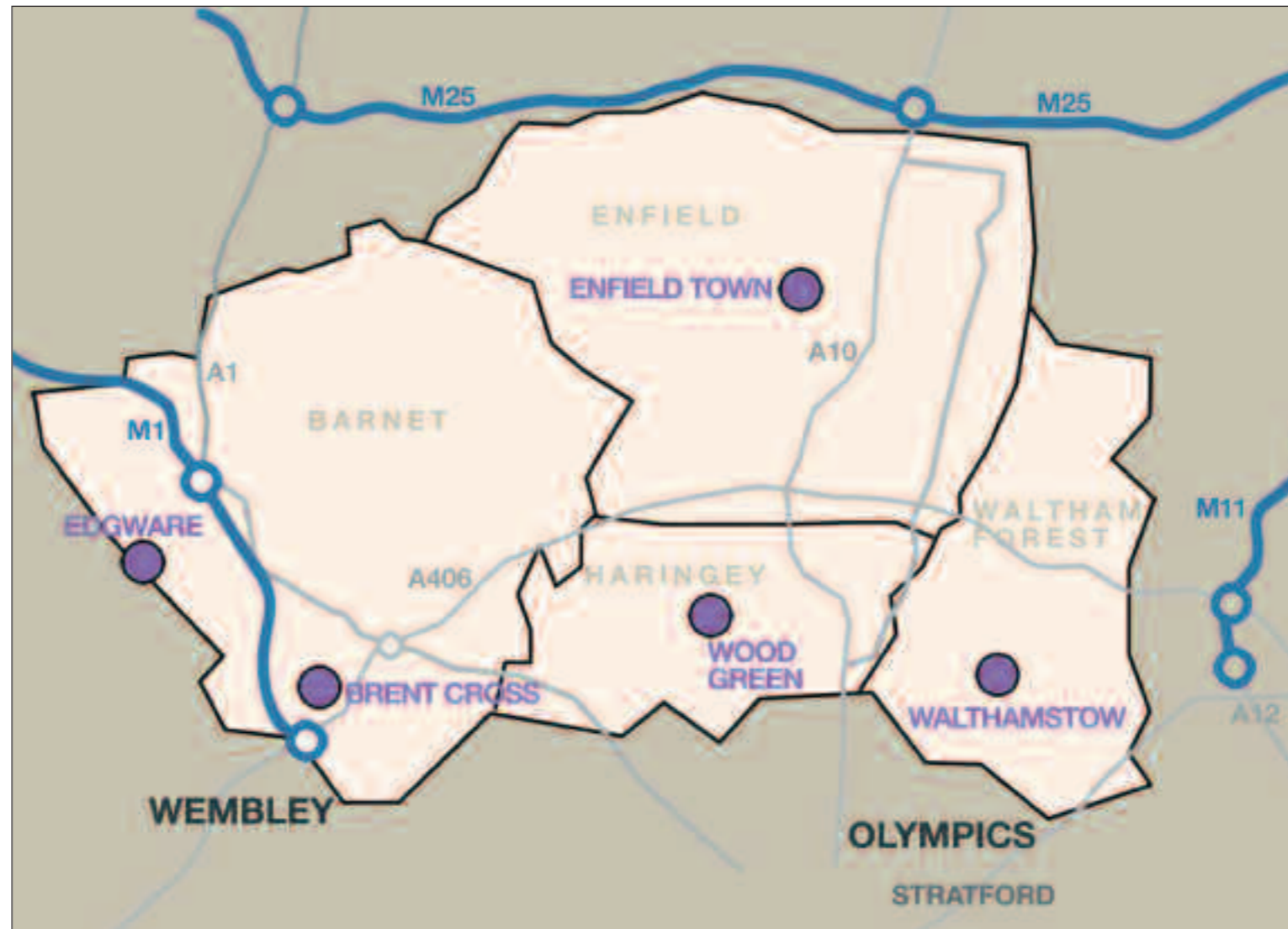
### Introduction

North London is ideally placed to contribute to, as well as benefit from, the 2012 Olympic and Paralympic Games. The North London sub-region, comprising the boroughs of Barnet, Enfield, Haringey and Waltham Forest, is the sub-region closest to the Olympic site. Waltham Forest is also one of the five Olympic Boroughs and has played a key role in helping secure the Games for London.

Through its location as a gateway to London, its mainly high quality environment, plus the high skill levels of the general population North London has a lot to offer in support of the Games. However, the sub-region also has much to gain from its legacy, containing as it does some of the most deprived areas in the UK. Haringey is in the top 10% most deprived local authorities nationally and the other boroughs all contain neighbourhood renewal areas.

The largest concentration of deprivation lies just north of the Olympic site in the Upper Lee Valley comprising, the south of Waltham Forest and eastern wards of Haringey and Enfield. The Olympics' legacy can provide further support for the renewal of these areas in terms of access to jobs and business opportunities, improving the health and well-being, and raising the hopes and aspirations of young people throughout the area.

The River Lee and Lee Valley Regional Park also provide a direct link with the Olympic site and can provide an important logistics link as well further "breathing space" for the Games.



The BMX Track and Velodrome

### Waltham Forest: An Olympic Borough

Waltham Forest is one of the five Olympic Boroughs and played an important role in securing the Olympics for London including participation in the IOC inspection visit to London in February 2005, and driving local authority support through the Olympic Leaders' Committee. It will contain the northern part of the Olympic Park and will host the Olympic Velodrome and BMX track, which are to remain as legacy facilities for the borough.

The borough will undertake a host of activities in the next seven years to maximise the benefits and legacy from the Olympics, and play its full part in the work of the five host boroughs in realising opportunities in the area closest to the Park. One example of an investment project that was developed as part of the bid and continues now is the Olympic Action Zone, a sports partnership project between Waltham Forest and Newham, delivered by the Leyton Orient Community Sports Project.

## North London: A growing city sub-region

North London has a population of over 1 million people - greater than the city of Birmingham - that is projected to grow by 160,000, or 15%, by 2016. The sub-region provides the link between central London and three of the Government's growth areas: the London-Stansted-Cambridge Corridor and the Milton Keynes - South Midlands Growth Area to the north and Thames Gateway to the east. North London therefore occupies a strategic position in relation to the growth agenda and overall development of London.

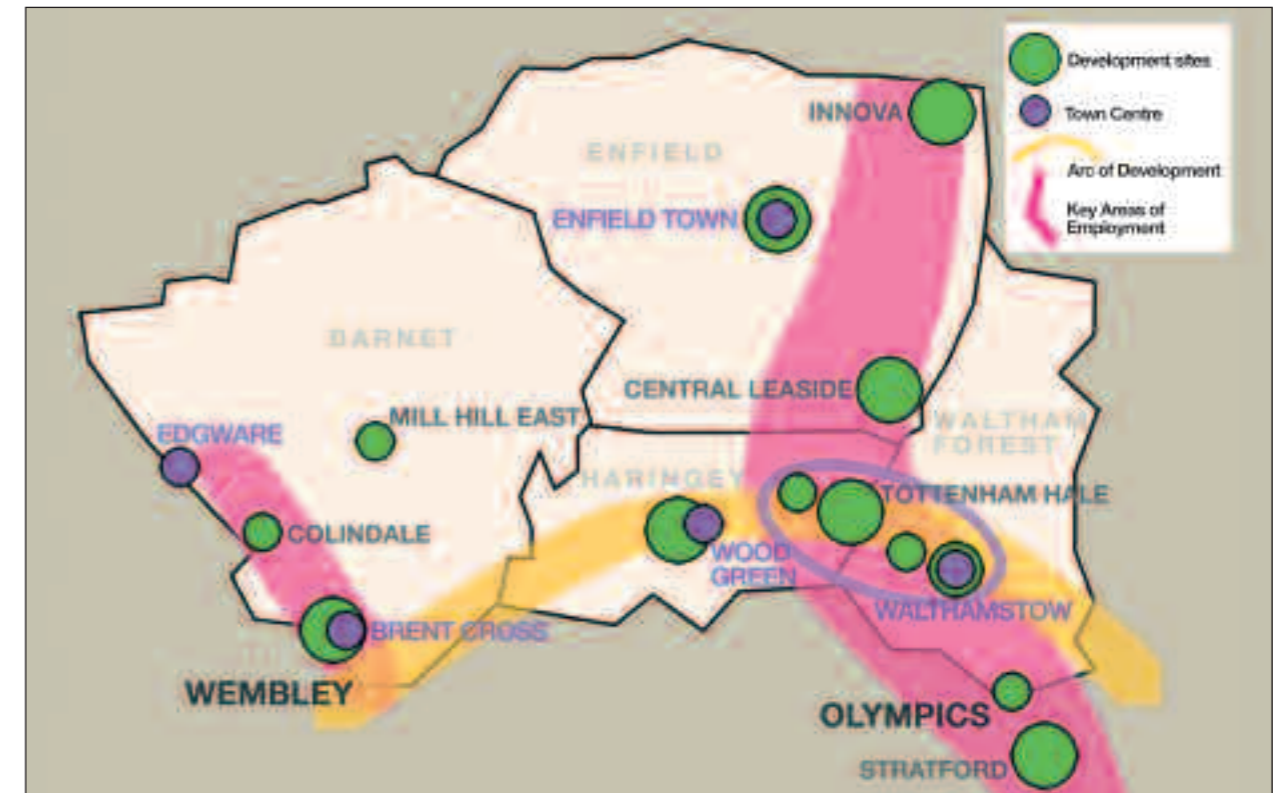
Ensuring that North London has the social infrastructure to support this growth will be important. There are three key areas where the investment related to the Olympics coincides with the social infrastructure required to deliver truly sustainable communities:

- **Sport:** The Olympics, together with the planned housing growth, provide a unique opportunity to promote the case for more leisure and cultural facilities including sports programmes that can accommodate the increased interest in sport and physical activity in the run up to 2012. Although areas within North London have some of the most attractive open space in London there are parts of North London which have poor access to quality open space and leisure facilities. The physical improvements associated with the creation of the Olympic park create a challenge to North London to ensure that these environmental improvements 'ripple' up the Lee Valley;
- **Employment:** The North London population is predicted to grow faster than employment by a ratio of 3:1, this will therefore create a greater potential pool of labour to service the Olympics. While much



of North London's labour force is skilled or highly skilled there are significant numbers of workless people, mainly concentrated in the more deprived areas of the Upper Lee. Concentrated effort will be required to ensure that these people are given strong support through programmes such as 'Employ' to be take advantage of opportunities presented by the Olympics;

- **Transport:** The proximity of North London to the Olympic zone means that travel times should be very short making the sub-region an ideal location for siting 'holding and training camps': plus park and ride venues. The sub-region should also be a significant area for recruiting labour and volunteers and a prime location for business. However, there



are some major pieces of transport infrastructure needed such as the West Anglia rail improvements, connections to Stratford including the Hall Farm Curve and the Tottenham Hale link plus the well-known need to improve east-west orbital travel routes.

With these in place North London can play an important part in delivering the Olympics and at the same time enabling the Mayor's and the Government's growth agenda in the north, as well as the east, of London.

The London Plan identifies a series of Opportunity

Areas and Areas for Intensification across North London. Many of these are clustered close to or directly north of the Olympic sites. The Olympics could provide the strategic drive and enabling investment to accelerate development.

**ACTION:** The NLSA and the boroughs will continue to work closely with the LDA to ensure that strategic planning and economic development at the sub-regional level are developed with the Olympics objectives very much at the forefront. These sites can, and should, play their part in the Olympic legacy.

### One world one community

London has always been a place that welcomes people, ideas, information and goods from around the world. As a result London is famously diverse. Three hundred languages are spoken amongst seven million people – with approximately 160 within Haringey alone. In the North London sub-region 30% of the population comes from an ethnic minority background, but that figure is much higher in the Upper Lee Valley and eastern Haringey, the areas closest to the Olympic site.

The voluntary sector in North London is already mapping out significant host communities that would act as cultural ambassadors and welcome athletes from their countries of origin or descent. North London is already working to play its part in welcoming contestants from around the world.

Community Planning and the Borough's Local Strategic Partnerships provide the vehicle to promote and embrace the Olympics, and connect strategic ambition with local needs.



### A Sporting legacy for North London

The Choosing Health White Paper estimated the cost to society of physical inactivity as £8.23bn per year. North London is also keen to realise the benefits for health and well-being that the Games offers, as identified in the health impact assessment of the proposed London Olympic Games and its legacy, including;

- Enabling local people to be more physically active
- Contributing to improved psychological well-being
- Contributing to the development of social networks and skills

The Olympics, particularly for young people, focuses attention around sport and the new and exciting opportunities to engage in physical activity programmes based at top quality facilities used by their sporting heroes. It is an opportunity to challenge current trends and promote public health. North London is committed to using the Games to promote sport and physical activity especially in communities that experience comparatively poor health.

The North London sub-region, together with adjacent boroughs to the east, have a long history of co-operation via the North and East London Sports Network (London's first such network), which over the coming 12 months, will be transferred to the new Sport England sponsored Sub-Regional Sport and Physical Activity Partnerships. The North London Partnership will be responsible for increasing levels of physical activity and the Games will be a catalyst to inspire and excite people. Developing a sub-regional facilities investment strategy linked to the London Olympic



Games, as part of a wider needs analysis, will be a critical piece of work for the Partnership.

The sub-region's sporting infrastructure will help ensure that the Olympics leave a lasting legacy for the next generation. For example the sub-region currently has seven school sport partnerships and is working with the London Active Partnership to secure 360 community sports coaches in London by March 2006.

The North London boroughs along with organisations such as Leyton Orient Community Sports Programme, the London Community Sports Network and Haringey Sports Development are key deliverers of community sports programmes. We are keen to engage communities that have not traditionally engaged in

sport in new opportunities for physical activity offered by the Games, building on, for example, Health for Haringey Programme model where community groups are enabled to identify, develop and sustain sport and physical activity projects appropriate to their needs and preferences.

Consideration will also be given within North London for the creation of sports scholarships to promote excellence in sport for young sports people to ensure that those with the potential are given the support to succeed regardless of their background.

Enfield and Waltham Forest are both pilots for Local Area Agreements, joining up strategic vision and service delivery at the borough level. The Olympics will be integrated in to this work and give an added impetus to sport & physical activity strategies and in particular work around children.

### Sports facilities

A comprehensive list of official training facilities was identified by London 2012, including a number of

#### Picketts Lock, Regional Athletics Centre (RAC)

Work has started on the new centre, scheduled for completion by the end of 2006. Facilities include a 200m indoor track, with a separate indoor throwing area, 100m sprint track, pole vault and jumping areas, with spectator seating for 500, multi-sport conditioning area and physiotherapy consultation rooms. This will be complemented by an outdoor 8 lane 400m track, horizontal jump pits and a throws field with additional spectator seating /stand. The RAC is an integral part of the English Institute of Sport.

facilities in the North London sub-region.

North London, because of its proximity and diverse ethnicity, is ideally located to host many of the ancillary Olympic-sporting facilities, for example training, acclimatisation and pre-competition 'holding' facilities. The sub-region has already undertaken an audit of the sporting facilities that could, with some investment, be used for the Games. A facilities investment strategy for the sub-region, initially linked to the acclimatisation camps needs to be produced.

The sub-region is well placed to meet the criteria of visiting nations/teams especially smaller teams staying in the village, but facilities will need investment to bring them up to world class standard. Improved or

#### Score Complex

Leyton, at the extreme south eastern of the sub-region, with some of the greatest levels of deprivation, is increasingly becoming an Olympic cluster of new and improved sports facilities that will be used as competition or training facilities in 2012. Much of the recent development of facilities in this area have been led by the voluntary sector most notably the Score Complex. This innovative partnership project operates sports based social inclusion and education programmes and its success could inform the legacy work that promises to ensure that local people are the ultimate beneficiaries of the Games. Complementing the new SCORE project, the £9m development of Leyton Orient FC football ground will deliver a new West and North Stand, plus residential flats on the corners of the grounds. The final phase is now nearing completion and will provide modern facilities for the club and its supporters.



extended facilities will also be needed as a result of the increased profile of sport and physical activity for all, resulting in increased demand. North London is under provided for compared to other sub-regions.

There is therefore a strong case for investment - investing in better facilities to help deliver the best

#### White Hart Lane Community Sports Centre

The centre (formerly known as New River) is located in Wood Green, Haringey, with a long standing commitment to sports development and sporting excellence. This is reinforced in Haringey's draft Sports & Physical Activity Strategy, with a focus on partnership and investment. The site brings together an array of agencies, largely focused upon improving youth participation. Most recently this has seen Tottenham Hotspur Football in the Community/ Social Inclusion scheme move onto the site, as part of the Barclays 'Spaces for Sport' programme.

Olympics ever, providing a long-term legacy for local people in an area of identified need. The education, training and employment opportunities linked to the growth in this sector needs to be carefully considered. Redressing current inequalities in participation rates across key target groups including ethnic minorities, people with disabilities and lower income families will also be crucial to the creation of sustainable communities across North London.

The Building Schools for the Future programme also provides an opportunity across the region to design and build truly 'dual use' facilities at the heart of the community. Waltham Forest (Wave 1) and Haringey (Wave 2), are in a position to exploit these opportunities first.

#### Middlesex University

The London Sport Institute was established in 2004 by Middlesex University. It lies within the School of Health and Social Sciences and has strong links with University College London. The Institute has been built on a range of highly successful and innovative undergraduate programmes. Onto this firm base, the Institute has developed high quality research, rapidly-developing postgraduate programmes and enhanced opportunities for MPhil/PhD study. The Institute therefore has the full spectrum of academic and recreational activities in sport, exercise, and health. Middlesex University have been a key contributor to the establishment and development of North and East London Sports Network, both Charing and hosting the network since its inception. It is envisaged that this commitment will strengthen with the emergence of the sub-regional partnership.

## Providing skills - Tackling deprivation

The availability of a skilled workforce in sufficient numbers will be a major factor in the delivery of a successful London Olympics. The Games will require a large workforce during the construction, delivery and legacy stages of the programme. North London is well placed to help provide these skills given its proximity and the generally high skill levels of its workforce.

However, parts of the sub-region also suffer from high levels of deprivation and economic inactivity. Overall the sub-region has nearly 75,000 economically inactive people, an average of 10.8% of the working age population. This deprivation is mainly concentrated in the east of the sub-region, closest to the opportunities offered by the Olympics.

The opportunity to be involved in preparations for the Olympics could provide a strong incentive to those living in the most deprived neighbourhoods in North London. Used in the right way the Olympics could be an important motivator for the many young people who have become disengaged from education, training and employment. The Employ ULV project, managed by Urban Futures, is designed to provide joined-up pathways to employment for residents of the Upper Lee Valley, which will be adapted to incorporate Olympic opportunities. For those already in work, it will provide an opportunity to enhance their existing skills or broaden their experience. Opportunities will be principally centred around the following areas:

- 1) The physical development of producing Olympic facilities (construction)
- 2) Opportunities that will arise in the key sectors (e.g. sport and leisure, tourism and hospitality, venue management, cultural industries, ICT, transport, manufacturing and retail etc)
- 3) Volunteering opportunities



The North & East London Sports Network and Middlesex University, commissioned by the Learning and Skills Council, have already undertaken work examining the role and potential of sport for re-engaging young people with education, training and employment. The North London CVS Partnership, based around the four Local Strategic Partnerships, also plan a volunteering programme that draws in the

sub-region's most excluded communities.

**ACTION:** The North London Learning and Skills Council, in partnership with North London's voluntary sector, the boroughs and Urban Futures, will take a lead on working with the Olympic authorities to develop a package of interventions, including job brokerage services to ensure that people in North London are in the best possible position to benefit the Olympics and themselves.

Working with stakeholders would ensure that local communities can and do take advantage of the skills and employment opportunities. The LSC therefore will:

- Develop links with the new Olympics governance and management structures, including the emerging work from the five host boroughs and LSC London East
- Develop specific projections for growth in skills across all sectors
- Identify potential responses to ensure demands for skills can be met, particularly by local residents – including required delivery and infrastructure capacities.
- Provide a rolling programme of local intelligence on skill issues
- Identify Olympic supply chain potential. Ensure employers operating in North London can access the skills to enable them to play their role in utilising local labour
- Agree with local stakeholders mechanisms for achieving development of appropriate skills delivery to match with evolving patterns of demands
- Develop outreach dimensions that will arise from the Volunteer Strategy
- To address the resource implications for LSC and others of the above

## Construction Training

There is a huge demand for skilled construction workers (estimated at 70,000) associated with the Games. The current scope of construction training provision in North London needs to be widened to help meet this demand. Potential ways of meeting this demand could include building on existing provision at our existing colleges or examining the creation of new facilities.

College of North East London (CoNEL) has identified construction as a priority vocational area for 14-19 development and Adult skills. The current 3-year development plan specifies an increase in 16-18, adult and entry level provision. In addition the major single development at CoNEL will be an investment of £1.4m in new construction facilities.

Barnet College is planning an increase in 14-19 provision in construction to meet unmet need and to reflect regional priorities.

Waltham Forest College has expressed the need for increasing its construction training to meet the development opportunities in the area and is developing progression pathways in construction with CoNEL.

A feasibility study is nearing completion for a Construction Skills Academy based in Waltham Forest, building on opportunities not just at the Olympics site but also at Stratford City and other local development opportunities. A scoping study for a skills centre in Barnet, with a focus on construction, is also nearing completion. The common aim is to equip local young people with construction skills that will enable them to access employment on these sites and into the future.

## Construction Web

The Construction Web network promotes opportunities for employment and training in the construction industry for Upper Lee Valley residents; and aims to support local construction firms through business advice and support to improve access to procurement opportunities in North London. We believe this service will be of great value in supporting the Olympics.

## Business Opportunities

### SUPPLYING OLYMPIC SERVICES / PROVIDING LOCATIONS FOR DISPLACED BUSINESSES

The Upper Lee Valley represents London's second largest industrial area and is currently the base for businesses of all sizes from under 10 employees through to large multi nationals such as Coca Cola and Merck, Sharpe and Dohme. It is a significant area for manufacturing, logistics and distribution, and it also has capacity for the provision of new employment sites. It is ideally located to support many of the needs of the Games.

Culture and cultural industries, an important growth sector in North London, will be supported through the development of further hubs or clusters like the Chocolate Factory in Wood Green. Under the leadership of The 'Four Greens Group', a sub-regional strategy will incorporate support for the Olympics as an opportunity to showcase North London's creative talent and catalyst for sector development.

**ACTION:** North London Limited is the agency responsible for inward investment, business retention and leisure & tourism within North London. The North London Chamber of Commerce, working with North London Limited will be ensuring that the sub-region's



businesses are well prepared to support the needs of the Olympics. Briefing meetings are already being held by both bodies to enable a close working relationship between North London businesses and the Olympic authorities. Networks are in place to provide a strategic approach to ensuring local business can bid to be part of the Olympic supply chain.

North London Ltd is also working closely with the London Development Agency on the opportunities for relocating businesses displaced from the Olympic site.

The North London Tourism Steering Group, with the LDA and Visit London will also be working to improve the visitor facilities of the sub-region as part of its Olympic contribution.

## Transport

North London has three critical central transport challenges that are restricting its growth and accessibility:

- Congested orbital routes, including poor public transport, from east to west
- Inadequate rail capacity, north to south, particularly along the Upper Lee Valley with weak links to Stratford
- Public transport to support development along the M1 corridor

We are concerned that these weaknesses will also impact on the successful delivery of the Games, hindering access during the construction phase and also the Games themselves. The possibility of fast-tracking proposals for transport improvements needs to be urgently considered.

### North Circular, orbital public transport and interchanges

The North Circular (A406) is an Olympic priority route, linking Stratford to Wembley and the M1. This network is vital to sustain the bid team's commitments to provide speedy road transport routes to the Olympic Family. The A406 will be an important logistics route during the construction of the Olympic facilities. In addition many of the proposed parking facilities to support the Olympics lie in North London and many people will wish to access these by travelling down the M1 from the Midlands and North West. The North Circular will be vital to support the associated park and ride facilities.

Currently the route is blighted with high levels of congestion at a number of well-known bottlenecks and lacks adequate public transport. This level of



congestion also acts as a barrier to effective north – south movement, including the large number of bus routes that use and traverse the North Circular. The North Circular is a vital artery for North London linking our network of town centres and areas of opportunity and growth, such as Brent Cross / Cricklewood and the Upper Lee Valley. Without investment, the growth in the sub-regions population combined with increasing pressure from external growth areas is likely to intensify the problem.

**ACTION:** The North London Transport Forum has already made the case for investment in the North Circular and highlighted the need for better orbital public transport and improved transport interchanges. They will continue to work with Transport for London on this issue.



#### West Anglia Route

The West Anglia Line lies along the Upper Lee Valley and provides a key route between Stansted and the City. The Government has asked BAA to bring forward proposals for a second runway at Stansted Airport, increasing passenger throughput from 18m.ppa (2003) to up to 80m.ppa. In addition it will play an increasingly important role in supporting the London - Stansted - Cambridge - Peterborough Growth Corridor. The draft East of England Plan envisages 40,000 new jobs and 63,250 new dwellings within the Corridor. The West Anglia Line will become an increasingly vital transport artery in the coming decade.

However the line is currently only twin track – one line north, one line south. Pressure for more fast passenger trains along the route will have a significant impact on the services to smaller stations that lie along the Upper Lee Valley, threatening to further isolate

some of North London's most deprived communities.

The importance of securing the West Anglia Route Modernisation Enhancements before 2012 is clear, specifically - additional capacity on the Lee Valley Line, including the Stratford – Tottenham Hale, better connected stations link and other improvements to enhance access to the Olympic Zone from Stansted Airport. This investment will ensure that the Upper Lee Valley can play a strong role in supporting the growth areas to the north and east. In the long term it will help to ensure that North London can play its role in providing the skilled employees needed in locations such as Stratford City.

Relatively small investments, such as the reinstatement of services along the Hall Farm Curve and reopening of Lea Bridge station plus an increase in services along the Tottenham Hale to Stratford line could make a significant impact on the transport services to the Olympic zone and bring the whole of the Upper Lee corridor much closer.

#### M1 Growth Corridor

Luton Airport will also become an increasingly important transport route for the Olympics as a replacement runway and a new terminal ahead of the Games is planned. Ensuring the effective delivery of Thameslink 2000 will be vital, which in addition supports the 10,000 new homes planned at Brent Cross/ Cricklewood.

**ACTION:** The North London Transport Forum to work with Transport for London, Department for Transport and others on options for sustaining and improving public transport in the Upper Lee Valley.



#### Conclusion

North London is ideally placed to both play a strong role in supporting the Games and also to benefit from the legacy. However, the benefits of the Olympics to North London are not something that will happen by themselves! The sub-region is now fully committed to putting in place the structures and activities needed to ensure that London can stage the best Olympics ever and North London can gain maximum benefit from the opportunities available.

Our next step is to ensure that the sub-regional partners, with the Olympic authorities, work together to ensure there is a dense network of effective communications and targeted activities. The North London Strategic Alliance will work as the catalyst to help create this and fully support the Olympics and Paralympics.



# A legacy for North London

For more information contact:  
John McGill Assistant Director, NLSA  
Telephone: 020 8489 5282  
[John.mcgill@haringey.gov.uk](mailto:John.mcgill@haringey.gov.uk)