

West Ham United is proud and privileged to play our part in delivering a strong Olympic legacy from the very moment we were awarded the Stadium.

Indeed, over the past three years, we have been working on various elements of the Community Plan and have already invested a substantial resource and commitment into making this an integral part of our commencement as anchor concessionaire partner at the new London Stadium.

We have worked tirelessly in this period to develop a number of partnerships; relationships and needs led programmes across Newham and more specifically in and around the park as the QEOP took shape.

We have approached our Community Plan in a very proactive way with great success. As a result, we have started to form additional relationships with other residents across the QEOP, including;

- Sadler's Wells
- Loughborough University
- Sir Ludwig Health Centre
- Lend Lease Group
- Lee Valley Regional Park

Over the next 12 months, these collaborations will create many opportunities for us to learn and join together. This will also include other partners such as UCL and Here East, which will also be developed this coming year.

This will benefit the community and enable a much more inclusive approach providing a cohesive momentum to support the local need. This multi-organisational approach, bringing together such a unique set of specialist institutions will create an incredible legacy framework.

West Ham United **COMMUNITY PLAN**



“West Ham United will be among our close neighbours once we open Sadler’s Wells’ new mid-scale theatre in Queen Elizabeth Olympic Park in 2021, and I hope this will be the first in a series of exciting collaborations between us.”

Alistair Spalding CBE
Sadler’s Wells Chief Executive





West Ham United

COMMUNITY PLAN



Our Foundation has worked closely with a number of key stakeholders over the past three years to prepare elements of this Community Plan for the Club's transition to the QEOP. This has been a steady growth strategy with the primary aim of being needs driven. This is important and impressive work and extremely valuable for our community, touching the lives of many thousands of people.

Over the past three years, we have invested over £1 million in developing this strategy which has already directly impacted on over 10,000 Newham Residents.

As a part of this development and consultation, the Foundation has also been a key partner in the LLDC's 'Active People Active Park' (APAP) programme with great success and is now in discussions with the LLDC, looking at a long-term sustainable model which could see the Foundation as a key strategic part of the APAP project going forward.

A vast majority of this period has been the development of a number of partnerships, relationships and needs-led programmes across Newham and more specifically as the QEOP took shape.

A long-term goal would be to develop the APAP model and use it as a catalyst to bring together all other key partners across the QEOP. Other developments with the LLDC include supporting their inclusion framework and employability areas, has enabled a close working partnership to be established.

This is an incredible opportunity for everyone involved in the next phase of the QEOP journey and with the commitment from all partners **we can build something that will be acknowledged as a 'blueprint' for how sporting legacy should be tackled.**

Overview of WHU's Community Plan as set out in Schedule 4, Section 2

2.1 Community Plan to be approved by the Grantor

This Community Plan will now be tracked via an implementation plan that (subject to authorisation) will take the shape of various working groups. This will be monitored/administered by Joe Lyons and submitted for review each quarter. Below sets out a much wider approach to the requested Community Plan which is then supported by the overall implementation document.

2.2 a Regeneration

- i) Concessionaires will be required to address local employment targeting and adopt appropriate local employment targets in their Concession Agreements
- ii) There will be a target of 75% of employees being sourced from within the London Borough of Newham

Current Status

Through a number development meetings, we are now in a position to work towards the target of 75% of employees being sourced from within the London Borough of Newham. The initial map of current employees will be completed by Sep 2016 and the first expected recruitment drive will start in July for a December activation.

To support this we have also worked through and successfully implemented the Premier League's Kick it Out Equality process, where we have highlighted an internal training programme which will encompass all new recruits and also our work via the Foundation for a bespoke and collaborative employability programme.

2016/17 Commitment

Following an initial meeting between WHU Head of HR and the regeneration leads for both the LLDC and Newham Workplace, all future recruitment will be processed via the agreed method with all parties and on a bi-yearly period, we will produce a staffing report outlining key stats for Newham residents. This will be monitored through the implementation plan managed by Joe Lyons.

West Ham United COMMUNITY PLAN

2.2 b Community

i) Stadium Community Days: The Grantor will provide a minimum of 10 community event days per annum to the Stadium for distribution to residents of the London Borough of Newham. The 10 community days will have equal status to all but the Event Days.

ii) Community Athletics Track: The Grantor will provide an operation that accommodates athletics programmes available for residents of the London Borough of Newham, including access to the community track for a minimum of 250 days per annum and access to the Stadium for 10 days per annum.

iii) Local Community Funding: The Grantor will ensure that Concessionaires and long term users of the Stadium allocate an appropriate proportion of their community funding to sport, cultural, entertainment or educational programmes taking place within the London Borough of Newham, or targeted at residents of the London Borough of Newham. The aggregate value of the support given by the Grantor will be not less than £250,000 indexed per annum.

iv) Community Tickets: Access to events for residents of the London Borough of Newham, both as spectators and attendees, including the provision to NLI for distribution to Newham residents of up to 100,000 event tickets to be provided by Stadium users. Such tickets must be for professional sport or music events taking place at the Stadium.



“[the Foundation are] leading the way among the 161 clubs... I don’t think there’s any single club I could name that does it to the depth and to the breadth and with the real commitment that West Ham do it.”

Richard Scudamore
Premier League Executive Chairman

Current Status

i) Stadium Community Days: Community days (as per the Concession Agreement) are not the responsibility of West Ham United. The CA clearly states that E20 is responsible for community days. (The Grantor will provide a minimum of 10 community event days per annum to the Stadium for distribution to residents of the London Borough of Newham. The 10 community days will have equal status to all but the Event Days.)

Without taking on responsibility for community days, in the true spirit of our partnership we intend to lend our full support to the community days programme delivered by the London Borough of Newham. As this programme has not been finalised, we cannot commit to any specific action right now, but we are aligned to the concept and we will offer appropriate support to the extent that we are requested to do so and it is feasible for us to lend assistance.

We suggest that a bespoke working group, consisting of key representatives from all parties is established to ensure that this is planned in detail. We do need to stress though that whilst we are fully willing to support all Community events delivered by LBN at the Stadium both in terms of activation, promotion and as required these events are distinct from events put on by West Ham United that involve our key assets i.e. our professional players be that First Team or Academy.

West Ham has already proposed to London Borough of Newham that we work together to put on a significant tournament involving both our First Team and Academy players but were this ambitious and exciting project to come to fruition it would clearly warrant being a ticketed event and any allocation of tickets by West Ham United for use by residents of Newham to enjoy West Ham United professional players in action for the avoidance of doubt would form part of the requested Community Ticket allocation in CA.

West Ham United

COMMUNITY PLAN

ii) Community Athletics Track: The initial partnership that was formed was with England Athletics (EA) back in 2013 and the collaborative approach used has been a great success in driving physical activity across the QEOP and further afield across Newham and East London. LS185 has identified the Foundation and EA as key strategic partners, providing activities in relation to the Community Athletics Track.

iii) Local Community Funding: Since 2013, we have been developing a sustainable financial model that would enable us to attribute our Community Funding to targeted Newham residents. Through our Foundation's key areas of work; Community Sport, Education, Health, Employability and Football Development, we are currently allocating nearly £1.1M (during the period June 2016 to June 2017) to the London Borough of Newham which will directly support over 12,500 residents. This has been allocated through consultation with the various partners we are now working with across the Borough. This investment can be seen across the current 22 programmes being delivered.

iv) Community Tickets: As communicated in our letter to Alan Skewis on the 12th July 2016 we look forward to playing our part in helping to deliver this aspect of the Stadium legacy once a plan and robust mechanism for distribution can be agreed. We await your formal response.



“West Ham is a community-based club and with the move to the Olympic Stadium, it will still be a community-based club. Because the club represents and covers the community, and obviously it’s important that we get that message out to all the different groups in the area around the ground and wider, because the fan base is so big now.”

Mike Gapes
Ilford South MP

2016/17 Commitment

i) Stadium Community Days: Early 2017 will begin to shape how a weekly community calendar may look incorporating Newham and Essex Beagles, Newham Athletics Network and EA/WHUF sessions along with multiple mass participation events throughout the year. To reiterate we intend to lend our full support to the community days programme delivered by the London Borough of Newham.

ii) Community Athletics Track: The current partnership between EA and the Foundation has been formed via the APAP programme led by the LLDC. Having grown a large database of participants across the QEOP, the partnership is a key deliverer for any Athletics, Health or Football related activities on the park and across Stratford area. This includes key stakeholders, residents and other collaborative partners.

We have also progressed additional key strategic developments with Stratford Community Neighbourhood Team, LLDC, E20, Triathlon Homes, Chobham Academy, Lend Lease, Legacy Youth Panel, GLL, Sir Ludwig and Guttman Heath Centre, Newham CCG, Public Health Newham and other key local partners/organisations.

The Foundation and EA partnership is currently a member of the following forums:

- **QEOP Sport Engagement Group**
- **London 2017 World Athletics Championships**
- **London 2017 Inspiration Programme**
- **APAP Workforce Task Group**
- **APAP Partner Delivery Group**
- **Park Engagement Group**
- **QEOP Events and Venues**
- **LLDC Management Sports Development Group**

A sport engagement forum has been created including the Foundation, EA, LLDC, LS185 and The Bobby Moore Academy School. This also includes the Strategy Project Manager for London 2017 to lead the key operation and use of the Community Track leading up to and following the London 2017 World Athletics Championships.

A site visit and tour has already been completed with the Foundation, EA and LS185 to look at logistics of entry, current build status and future use prior and following London 2017. The community track will have a progressive opening between now and September 2017 where it will fully open as a community venue and a list of key dates and potential usage from the Foundation and EA has been developed.

iii) Local Community Funding: The West Ham United Foundation can outline the total amount allocated across Newham in 2016/17 financial year. Reference appendix 1 for a full breakdown of allocation but to confirm, £1,094,151 is being allocated across the Borough of Newham.

West Ham United

COMMUNITY PLAN

This has been done in full consultation with a number of local authority departments and personnel, key strategic organisations in the borough, the voluntary groups and also residents led through some of our delivery platforms. This currently enables over 12,500 Newham residents to access various programmes. This is obviously more than what was required as a part of the Grantors responsibility but we are more than happy to continue to work in partnership on the strategic direction of this work.



“West Ham has long been a very powerful presence at the heart of our community. Right in the centre of the Borough of Newham. The Foundation plays a very full role in partnership with lots of other local organisations in the interests of the local community.”

“It is a very wide-ranging programme that the Foundation has at West Ham, it’s an ambitious programme and one which does a lot of very valuable work in our local area.”

Stephen Timms
MP for East Ham

2.2 c) Education:

The LLP will deliver day-to-day educational use provided by a higher education organisation, schools programmes and the retention of a "Learning Zone" in the facility. The Members hereby agree to use reasonable endeavours to secure a higher education Concessionaire. There must be sufficient space for a suitable higher education presence in the Stadium after the needs of Concessionaire has been met.

Current Status

After supporting and working in partnership with the Newham's Inspire Centre team for the past decade, we are delighted that we have been able to establish a very productive working relationship that we will be taking with us to the new Stadium. The Foundation has agreed a new Service Level Agreement which includes a capital contribution from the Foundation over a 5 year term.

There has also been contact made with the new principle of the Bobby Moore Academy and during their development phase, we will be ensuring we can integrate our programmes and current support packages into their curriculums.

2016/17 Commitment

We are committed to supporting the build and launch phase of the Learning Zone and as agreed with the local authority education team, the Foundation will deliver all expectations required within the SLA.

West Ham United **COMMUNITY PLAN**

“One of the reasons I’ve always been proud to be a West Ham fan is that it remains a club very much rooted in its local community, and run by two chairmen who grew up in east London. “The West Ham United Foundation is the way the club gives something back to that local community, and ensures that the people of east London, including my constituents in Poplar, can share in the benefits of having a Premier League football club on their doorstep.”

Jim Fitzpatrick
MP for Poplar and Limehouse





West Ham United

COMMUNITY PLAN



The Community Plan will be ready to launch in August to coincide with the commencement date of the Club's first Premier League match at the London Stadium on 21st August 2016. As a part of this implementation process, a full milestone plan will be developed to monitor the key elements of the Community Plan. We are now happy to meet with you to work through this draft.

In summary I hope you will agree in all areas West Ham is willing to go far above and beyond our contractual obligations in the CA to deliver the Community Plan such is our commitment to playing our part in delivering a strong Olympic legacy for east London.





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