



# COMMUNITY PLAN

**From the very moment we were awarded the Stadium, West Ham United has been immensely proud and privileged to be playing an integral part in delivering a strong Olympic legacy.**

We have had an incredibly exciting first year as anchor concessionaire partner at the new London Stadium and as a key partner across the QEOP. We have focused much of our outreach work on forging positive relationships with other stakeholders and Park partners, ensuring we become an integral element of our new community.

We have continued to work tirelessly on the development of ground-breaking new partnerships; relationships and needs led programmes across Newham, and more specifically in and around the Park, as the QEOP continues to take shape.

We have met with all key concessionaire partners and are in agreement as to the operational status of the Community Plan. A steering group set up in September 2017 now monitors, tracks and analyses the core components of the Community Plan, reporting back to the Grantor.

We made significant progress last year in several key areas. Our partnership with the Creative Wick Film School in Hackney Wick gave 15 local young people a unique and life-changing opportunity to produce powerful short films and documentaries alongside BT Creative, Openvizor and Alias Hire. The Loughborough London Collaboration Project provides a fantastic opportunity for the West Ham United Foundation to work collaboratively alongside a world renowned university, playing a key part in a research project that will help to develop and promote our work both locally and overseas. The LLDC APAP partnership is one that has been incredibly exciting over the past few years. We are currently part of a wider LLDC strategic group that is in the process of assessing what a future sports participation model could look like, continuing the Olympic Legacy. Our current work on activation at the QEOP has allowed us to provide athletics to over 2000 people, with 11 different sporting sessions being delivered and creating unique opportunities for participants.

Over the coming season and in-line with our steering group, these collaborations will create further opportunities for us to build on our early successes. Other partners will begin to feature more across the QEOP and we are delighted to engage and support this very organic development, including:

- Bobby Moore Academy
- Westfield
- CCG via the Ludwig Health Centre

This continued development 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 a powerful legacy framework.

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“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



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## Overview

Having now been at the London Stadium for a full season, working hard off the pitch within our new local community, we have spent the summer analysing our approach and setting a new partnership model for the next two years.

We are now working with more partners and key stakeholders; focusing, listening and responding to where the need for our service is. This vital work contributes towards our long term goal to develop a unique partnership blueprint. By using the last few years as a catalyst to include more stakeholders and communities, we can continue to make a significant and positive impact on people, families and the wider community.

Last season, we invested over £1.4m into Newham over 13,000 Newham residents, delivering a social return of £6.56 for every £1 invested. As a result of this initial evaluation, we are now working closely with Loughborough London University to understand in much more detail the social impact of our programmes.

## **Overview of WHU Community Plan (Schedule 4, Section 2)**

### **2.1 Community Plan to be approved by the Grantor**

This Community Plan is now being monitored via a stakeholder steering group, administered by Joe Lyons and submitted for review each quarter. Below sets out a much wider approach to the requested Community Plan.

#### **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**

For the 2016/17 season, 35% of match day staff were from Newham. So far this season, we have 37%. Overall, 76% lived in the borough of Newham or the 6 surrounding boroughs, and for this season so far it stands at 60% - with further recruitment still to be completed.

In relation to core staff for the 2016/17 season, 10% lived in Newham. This has not changed, but the number of staff this season residing in Newham or the neighbouring boroughs has increased from 49% to 58%, in part due to our fantastic Leadership Through Sport and Business scheme..

#### **2017/18 Commitment**

Following conversations with the WHU Head of Human Resources and the regeneration leads for both the LLDC and Newham Workplace, all future recruitment will continue to be processed via the agreed method with all parties. Furthermore, on a bi-yearly period we will produce a staffing report outlining key statistics for Newham residents. We will also work towards supporting Newham residents by upskilling them, enabling them to be job ready to work at the Club – through short courses and seminars from WHU staff.

We continue to send all our vacancies to Newham Workplace, giving local residents the opportunity to apply for all of our available roles.

We are also looking at other areas including pay and hours for match-day staff, given the significant level of competition from Westfield and other regeneration in the surrounding areas.

We will continue to work with local universities such as Loughborough and UEL to engage effectively with their students.

This season we plan to work further with local community groups to recruit from the local area, and as part of our Equality Plan, match the staffing demographic more closely to the local community.



"[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

## **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.

### **Current Status**

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 it is our continued intention 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 at this stage, but we continue to be aligned to the concept and will offer appropriate support to the extent that we are requested to do so and it is feasible for us to lend assistance.

We have met with key representatives from LBN and E20 and are currently in discussions about how we can support the implementation of more community days. This could occur in the form of a wider charitable event that consists of Newham and West Ham United stakeholders - though this is still subject to further exploration. We do need to stress 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.

### **2017/18 Commitment**

We now have an initial outline of 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.

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“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

**ii) Community Athletics Track:** The Grantor will provide an operation that accommodates athletics 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.

### **Current Status**

The programme and partnership has gone from strength to strength, and has now expanded into other boroughs to offer more opportunities for communities surrounding the QEOP. Key partnerships have been forged with the Great Run Company, Special Olympics GB and London 2017 to maximise effect and engagement following the hugely successful London 2017 World Para and IAAF World Championships.

Newham and Essex Beagles and the East End Road Runners have also become close partners over the last 12 months, with many developments taking place between running groups, athletics sessions and activation of the community athletics track. EA/WHUF are well placed within LS185/LLDC and Newham Council, being viewed as one of the major strategic links/partners in activities taking place at the community track going forward - having delivered the only community event the track has hosted so far before opening. A monthly meeting is in place with all partners and regular communication takes place regarding further developments.

Currently, EA/WHUF are linked with the majority of strategic partners that LS185 are liaising with, offering a joined-up approach between all partners to offer and deliver the most effective and efficient programme for athletics, other sports and community track activation.

### **2017/18 Commitment**

Through 2017/18, EA/WHUF have plans to introduce a number of sessions at the community athletics track to assist with activation. Various discussions have taken place with LS185, Newham Council and LLDC to address the timetable slots and infrastructure associated with the community track and indoor facilities.

EA/WHUF have 2 current athletics bookings. Wednesday 20th September 2017 will see a London 2017 Inspiration event for approx. 200 school participants, and a slot every Wednesday from 5pm-6pm will host 12 weeks of community athletics as part of GLA funding.

Discussions with Newham and Essex Beagles have also taken place with a view to delivering a joint effort towards community athletics at QEOP. Both projects will support each other in community athletics delivery, offering a clear participant pathway from first engagement and beginners up to club and competition level.

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“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

East End Road Runners have had a club vote and will not be taking up their slot at the community track on Tuesdays 7pm. EA/WHUF have discussed with the chairman of EERR, and in principle EERR will propose to LS185 that EA/WHUF occupy this slot for community running, athletics and other sports going forward. Our Community Track Manager is currently being recruited, and will manage bookings and logistics going forward as part of LS185.

A number of enquiries have been received regarding use of the community track for athletics and other sports which will be passed onto LS185 or incorporated into EA/WHUF sessions.

Approximately £4000 of Track and Field athletics equipment has been purchased to help support the APAP project, and also to be utilised at sessions during the activation of the community track - including racing wheelchairs for disabled participants.

Furthermore, equipment purchase discussions have taken place with British Athletics/Parallel Success/Motivate East to introduce a wheelchair racing club at the community track. This is in the early stages, with the view of the club being the main hub and training facility for wheelchair racing in London.

There have also been informal discussions with Newham Council on potential outdoor buildings and infrastructure surrounding WHUFC Ladies Team and fixtures which will be taking place later this year.

A number of educational institutions, including Loughborough and UEL, have enquired about sending large numbers of students to take part in athletics sessions that at the track. EA/WHUF are currently considering these proposals.

There is potential to move some of the WHUF walking football sessions to the community track and use this facility as a base for the WHUF walking football team.

An exciting proposal is also currently being considered to create an affiliated running club for the park, "QEOP Runners", where individuals could represent the club in competition and events throughout the year. The plan involves basing the club at the community track, having multiple partners associated to the group.

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**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.

#### **Current Status**

During the 2016/17 season, WHU invested over £1.4m across and for the benefit of Newham residents. As the Club's outreach arm, the Foundation focuses on three main areas of work: Community, Learning and Football Development. This investment across the London Borough of Newham has directly supported over 13,000 residents. During last season, we also established key strategic relationships with the Senior Directors team in LBN, and were commissioned to deliver a jointly funded Newham CCG and LBN Community Prescription programme, which has been named the 150Club. This programme is just one of many examples of how we are constantly developing our programmes, partnerships and more importantly outcomes – all of which provide considerable unique and life-changing benefits to the wellbeing of Newham communities.

#### **2017/18 Commitment**

The West Ham United Foundation is committed to continuing its strong strategic relationship within Newham. This year, and as an example of further great partnership work, the Foundation will continue to support the set up and design of the new Voluntary sector partnership called 'One Newham'. This consortia will provide a huge boost to the local community, and will support the third sector in establishing a first class reputation that will match the amazing work already being carried out all year round across Newham. Although this amount of investment is considerably more than required as part of the Grantors responsibility, we will continue to work tirelessly to generate and draw down further much needed funds, working in partnership on the strategic direction and ultimately benefiting Newham residents.

**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.

**Current Status:** We remain committed to playing our part in helping to deliver this aspect of the Stadium legacy, and are continuing to work towards securing an agreement that provides a robust mechanism for distribution.

#### **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**

The Foundation is currently in communication with E20 and the LBN Education team, and are awaiting confirmation on the current status of the construction of the "Learning Zone".

We have continued to communicate with the new Principal of the Bobby Moore Academy, and will be meeting the senior leadership team this term to confirm our support for the Academy.

#### **2017/18 Commitment**

We are still 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.



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The Community Plan continues to be an integral framework and reference-point for our strategic development across the QEOP. We are incredibly excited, not only for the start of our Premier League campaign at the London Stadium this season, but also for the continued development of our Community Plan steering group.

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 delivery of our Community Plan - such is our commitment to playing our part in delivering a strong Olympic legacy both for East London and the UK.





LONDON STADIUM

QUEEN ELIZABETH OLYMPIC PARK

E20 2ST