

Subject: Park Opening Plan
Agenda item: Public Item 13
Report No: 10
Meeting date: 05/12/2012
Report to: Board
Report of: Malcolm Ross, Executive Director of Park Operations & Venues

FOR INFORMATION

This report will be considered in public

1. SUMMARY

- 1.1. The purpose of this paper is to update the Board on the Park Opening Plan with specific reference to the North Park opening event, security and governance.

2. RECOMMENDATIONS

- 2.1 The Board is invited to **NOTE** the progress made in delivering the Park Opening.

3. TIMING

- 3.1. This paper provides information relating to specific areas of the opening plan. Future reports will be presented to the Park Opening and Operations Committee and will highlight key issues, risks and the overall programme for Park Opening.

4. BACKGROUND

- 4.1. The Park Operations and Venues directorate are leading the plans to open the North Park to the public on 27 July 2013, a year to the day after the Opening Ceremony of the London 2012 Olympic Games. The South Park will open in Easter 2014.

5. PARK OPENING PLAN DASHBOARD

- 5.1. The dashboard is used to monitor the overall delivery confidence in opening the Park in phases from the 27th July 2013.
- 5.2. Overall delivery confidence for Park Opening has increased from RED-AMBER to AMBER for the first time since detailed monitoring commenced in March 2012. The increase in delivery confidence is attributable to a number of key deliverables being achieved during the course of the month relating to the opening strategy for the Park.
- 5.3. Eleven workstreams of the thirty being monitored have increased in delivery confidence this month. There are now no remaining red risk workstreams (previous month: three) and six red-amber workstreams (previous month: nine)

shown on the dashboard. The greatest increase in delivery confidence is seen in Park HQ which has had both a PID and business case approved. This will enable the delivery of a solution for the Park HQ and Pudding Mill Lane sites within previously identified budgets.

6. NORTH PARK OPENING EVENT

- 6.1. The LLDC conducted a competitive procurement process which is soon to conclude, to secure a delivery partner (consortium) for the event.
- 6.2. Olympic and Paralympic visitors, athletes, volunteers and those lucky enough to work in the Park have been the first to enjoy this extraordinary new part of the city. This North Park Opening event is a critical next step as it will open the gates of the park to the people who live in the surrounding boroughs. The event will take place on the weekend of the 27th and 28th of July 2013
- 6.3. For these communities, the Park is their new village green and for many this is the moment they have been waiting for, for many years. Therefore the initial focus of the event has been on the local community. However, we are also aware of the national and international interest in the opening of the park. As a result we are shaping the event to deliver against the twin desires of delivering for the local community and the wider ambition to make a significant feature of Opening the park.

7. SECURITY

- 7.1. The security strategy and plan are designed "To provide a safe and secure environment for all who visit, live or work within the Queen Elizabeth Olympic Park"
- 7.2. A Park Safety Officer has recently been appointed and a procurement process commenced for a crowd safety and security contractor.
- 7.3. The Park Security Strategy utilises thinking and methods derived from Secured by Design (SbD), Crime Prevention through Environmental Design (CPTED) and draws on government-recognised terrorism vulnerability mitigation philosophy outlined by the Home Office's "Working together to Protect Crowded Places".
- 7.4. The Park Security Plan will be utilised to develop and implement site specific standard operating procedures (SOPs) for operational security activities.

8. TICKETING

- 8.1. Approaches to Ticketing and Food and Beverage were presented to the Communities Committee and discussed in October. The below provides an update and overview.
- 8.2. There is a strong desire to provide a 'one stop shop' whole estate approach to the promotion of the Queen Elizabeth Olympic Park, and ticketing will form a part of this. The LLDC's aim is to be able to make access to tickets for events as easy as possible, although the providers and owners of the events are likely to be a range of different promoters.
- 8.3. Essentially, LLDC requires three distinct types of ticketing operation within the Park: Leisure, Attractions and Events. Each has its own requirements:
 - **Leisure passes** will be handled by the venue operators to ensure easy access for booking things like swimming, basketball courts and VeloPark sessions.

- **Attractions Ticketing** will be handled by Balfour Beatty Workplace as part of their contractual obligations for the ArcelorMittal Orbit; BBW may also manage attraction ticketing for other facilities within the Park, including Parkwide tours of the Olympic venues.
- **Event Ticketing** is likely to be delivered initially by the owners/promoters of each event, under the QEOP ticketing policy. Because potential bidders for the contract to operate the Stadium may include companies with their own ticketing arrangements, there may be an opportunity to bring other event ticketing under this arrangement, with potential revenue to LLDC through booking fees (from non-Stadium events).

- 8.4. LLDC's Ticketing Strategy proposes bringing as many ticketing opportunities together as possible, to provide easy access through links from the QEOP website to each of the providers. Where feasible, data will be shared to ensure the cross promotion of events and opportunities, and a 'park wide' day ticket option will be developed. In time, LLDC will aim to deliver a 'one stop shop' approach to ticketing, bringing all ticketed events together for retail in real time through a website providing links to the relevant ticket sales sites, and in due course a box office and call/contact centre approach. If feasible, other parties such as LVRPA will be invited to participate in the arrangements.
- 8.5. In addition, LLDC is considering the requirements of a Park membership scheme for Park residents/workers, although it should be noted that ticketing is an element of such schemes, not the main driver.

9. FOOD AND BEVERAGE

- 9.1. Food and Beverage (F&B) has the potential to be a key revenue stream for the Park in legacy, as well as providing new opportunities to create destinations in the Park that complement planned attractions and venues. LLDC aims to ensure that a diverse food offering is provided in the Park at all times to meet the needs of the Park's communities, and to use the permanent and interim spaces to create food destinations within the Park. At the same time, LLDC does not want to compete with the refreshment offerings in Westfield, and is developing a number of food and drink focus points within the Park that will differ from the Westfield brands model.
- 9.2. LLDC intends to build on the good work of the 2012 Food Vision that LOCOG adopted for Games Time by supporting Mayoral initiatives around catering with the Mayor's existing London Food Board. LLDC proposes requiring all F&B providers to sign up to the Food Legacy Pledge (coordinated by the charity Sustain) and the Healthier Catering Commitment for London, both of which are supported by the Mayor, and which will help LLDC meet its targets around sustainability and the promotion of good health. All F&B providers are asked to sign up to additional LLDC requirements such as menu affordability, and the London Living Wage.
- 9.3. In addition LLDC is supporting SMEs to secure opportunities on the Park – from assisting them with the procurement process through to investing in the Fit Out in order to reduce their initial investment. Operators will be required to invest in the furniture, fittings and equipment (FF&E) costs, and LLDC will support F&B operators by programming the Park and driving footfall to the facilities. The confirmed areas to date include the South Park Hub, the North Park Hub, the cafes in the Aquatics Centre and the Copper Box, and the kiosks in the South

Park area. Other opportunities range from temporary event outlets through to interim use platforms, including markets and al fresco dining.

- 9.4. LLDC will generate revenue from a basic rent plus a percentage of the turnover.

10. COMMERCIAL AND PARK MARKETING

- 10.1. An open tender process to find Naming Rights Partners for the Copper Box and the Aquatic Centre was carried out in April 2012. A low number of bids were received, none of which were compliant. Due to the lack of certainty around the Stadium, it has been agreed we will not to go to market with the revised commercial offering until wider Park issues, including the Stadium, have been clarified.

11. ESTATE AND FACILITIES MANAGEMENT

- 11.1. The estate and facilities management (EFM) contract was awarded to Balfour Beatty Workplace (BBW) earlier this year. BBW are currently in the process of mobilising their workforce. BBW are responsible for delivering the key elements of maintaining the park and venues, through 19 identified and contracted workstreams.
- 11.2. The contracted EFM services include ground maintenance, security, real estate administration, waste management, building maintenance and access control. An established change control process is in place. BBW will work out of the Park HQ in the middle of the Park and facilities in Pudding Mill Lane.

12. GOVERNANCE

- 12.1. A Park Opening and Operations Committee made up of Board Members is being established with a remit to advise and monitor the park opening and operations programme. The membership and terms of reference of the committee is being considered under a separate agenda item.

13. FINANCIAL IMPLICATIONS

- 13.1. The funding required for the aspects of Park Opening described in this paper is included within current business plans and the draft budget submission to the GLA.

14. LEGAL IMPLICATIONS

- 14.1. Legal has been and will continue to be consulted on the projects and issues outlined in this paper to ensure that appropriate governance, procurement processes and consideration of legal risks take place. The projects are within the LLDC's powers under the Localism Act 2011.

15. PRIORITY THEMES

- 15.1. The LLDC is continuing the priority themes set by its predecessor the Olympic Park Legacy Company. These are: Promoting convergence and community participation; Championing equalities and inclusion; Ensuring high quality design; Ensuring environmental sustainability.
- 15.2. These priority themes are reflected within the approach to park opening.

16. Appendices

16.1. None

List of Background Papers:

None

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