

Regeneration Committee

16 September 2014

Transcript of Item 5: Stadium-Led Regeneration

Gareth Bacon AM (Chairman): Right, to welcome our guests then. Paul Brickell is here from the London Legacy Development Corporation (LLDC). Welcome, Paul, thank you very much for coming. We have Mark Donnelly from Queen's Park Rangers (QPR). We thank you for attending. Joe Lyons is a last-minute substitute because Tara Warren [Executive Director of Communications and Marketing, West Ham United Football Club] was unfortunately taken unwell this morning I understand, so thank you very much for coming along, Joe. And Kim Bromley-Derry from the London Borough of Newham.

The main item for discussion today is the role that sport stadium redevelopment can have on regeneration. One thing I would like to make clear to members of the public particularly today is that the presence of QPR here today is not meant to confer any precipitative approval of any bid that may come forward for a Mayoral Development Corporation (MDC) or a development in that area. There are particular commercial interests in that area that are contesting, I understand, QPR's role. We will be speaking to them separately. This Committee has no remit to approve or disapprove any particular application on any particular site. We are interested in the theoretics behind sport stadium development, therefore I do not want anyone to give a misleading impression that we are not treating people even-handedly.

That said, we will move into the main item. One other thing, I suppose, is the investigation that we are conducting is as comprehensive as we can make it, and we have done a number of site visits and we have spoken to a lot of football clubs about their sports stadium redevelopment. We are of course interested in the views of ordinary residents as well as traders and businesses and things and there is a survey that we are doing on our website, which I would encourage people to look at. You can find it on london.gov.uk, it is being hosted by TalkLondon and it is the impact of a new stadium. If you do that search, for those people who are watching, then hopefully you can give your views and we would be very welcome to receive them.

OK, moving into the main item of business, the first question really is aimed at West Ham, therefore I will direct it initially to you, Joe, and then latterly to you, Kim, as well. If you can set out for us how West Ham's move to the Olympic Stadium will add value to the regeneration being done by the Olympic Park?

Joe Lyons (Head of Community, West Ham United Football Club): Obviously I am standing in for Tara and I think it is probably worth noting now that the information I will be able to provide today will focus heavily on the Community Sports Trust's involvement in the regeneration plans. I suppose the difference between the community outreach programme and potentially some of the financial implications of the move is more focused around our outreach delivery and our current new model being put in place from July 2013. I have personally only been with the organisation since 2013, therefore any pre-agreements or any pre-development work from the Community Sports Trust again I would struggle to comment on. However, I suppose it is worth noting it was probably the reason that attracted me to the role at the Community Sports Trust with West Ham, because of the unbelievable exciting opportunity that we have around reshaping some of the work that the Community Sports Trust has done in the community; and I think taking it further in terms of working with the local community groups and the organisations and the partners that we should be working with. Therefore it would be good to discuss over the period of today how that has been progressing and the levels of engagement we are now having with the various community groups and organisations in East London.

We do not solely just work in Newham, it is probably worth noting that now, we work across the majority of East London with specific boroughs that we target, across some of the pieces of work. This is not determined by myself, this is determined by funding routes and Premier League investment via the club, so, for example, Tower Hamlets, Newham, Barking and Dagenham, out towards Southwark, are kind of the main area of focus strategically for us. However, then I suppose we can work wider than that with other partners but in terms of some of the funding that is where I would probably concentrate, which fits into the areas of regeneration that we need to be able to produce.

I suppose one of the key things worth noting at this stage is that, since 2012/13 the Community Sports Trust has I suppose doubled in size, not only financially, but in terms of reach and the number of partners that we are now currently working with, and that does range from private organisations to then really embedding ourselves within the local authorities that we are working with. Again, making sure that it fits into our key aims and objectives as a trust, which are very defined. As and when --

Gareth Bacon AM (Chairman): Sorry to interrupt you, could you define your key aims and objectives as a trust?

Joe Lyons (Head of Community, West Ham United Football Club): Yes. We are a delivery service, therefore whenever a piece of work that comes available or is procured, we would only agree to it if it fits into one of four key aims. Firstly, being to break down the barriers in sports participation. I think that is very key for us and I think it fits into a lot of national and local objectives, especially following on from the Olympics around sports participation in 14-plus, so the whole Sport England policy is now set around that age group, of which we are supporting through a number of our programmes.

I think, and I do not use this next phrase loosely, creating life-changing opportunities, I think the club and the board and from when the two joint chairmen and vice-chairman came in 2010, were very clear that as a club with a reputation of being a community club, what did that mean? Therefore it was interesting, when I first came in, to have a conversation with the board around what does that mean for them in terms of what should we be delivering for them as an outreach provision, for me it is very easy. You can summarise it by looking at the local young people predominantly, however vulnerable adults, vulnerable community groups, and trying to use what is the power of sport in the first area, and secondly football more for us against other clubs who would not use West Ham's brand, but it is using West Ham's brand as a very powerful vehicle and hook to have positive change. This is not going to be for everyone, however I think we have a huge part to play in East London around creating that engagement, which has one aim only, it is around creating that life-changing opportunity. For us, the example of that would be potentially social mobility within young people locally who I suppose wake up most days and look at Canary Wharf and never have an opportunity of understanding how they could even get to work in an area like that.

Gareth Bacon AM (Chairman): Cynics would argue that West Ham already has a brand, it is already in the East End, why does West Ham need to be in the Olympic Stadium to do this?

Joe Lyons (Head of Community, West Ham United Football Club): I think the Olympic Stadium, like any other move, is something that it is fantastically exciting and I think for me at the moment, and I cannot say this is totally related, but the amount of investment I have been able to draw down privately and publicly over the last 15 months, while we have been aggressive to try to draw down the money, it has been well received. I think it is an opportunity that we are really trying to utilise and when I say "we" it is from the Community Sports Trust, it is a fantastic story. It is harnessing what was an unbelievable Games, is a fantastic location, of which, as a stadium, the identity for some young people who do not have any constants in their life, is fantastic. Now I am not saying that Upton Park does not have that. However I am saying that the Olympic Stadium will

be something incredibly special for young people to believe in, to have as a constant, and what I am trying to do is harness that via our economic wellbeing programme and delivery models and utilise that power.

Gareth Bacon AM (Chairman): Therefore it is the prestige of the stadium, you think, that will enhance your capabilities to do that work?

Joe Lyons (Head of Community, West Ham United Football Club): I do not think it is just the prestige of the stadium; I think it is the brand of the club that obviously has a very, very long tradition and history, and I think it is something for us as a Community Sports Trust to embrace and to use as a Unique Selling Point (USP) over the next two years. To really just try to deliver more and more activities that is much needed across the kind of inequality levels in East London for us, and I am sure the other football clubs with inequalities in and around their areas.

Gareth Bacon AM (Chairman): OK. I would like to bring our other guests in as well.

Len Duvall AM: Sorry, just before we move off, could you just paint some pictures of what those activities are and the ventures you want to venture into and describe some of the activities that meet those two objectives you said. What were the other two objectives?

Joe Lyons (Head of Community, West Ham United Football Club): The other two, as a Community Sports Trust, the reach that we have locally in East London, if channelled correctly and, I use the word, ethically, can give young people who potentially, at the age of anywhere between 6-8 to 14-16 year olds, if they are good enough and they are seen as having a huge talent, we will provide an appropriate pathway for them to come and have an opportunity at the West Ham Academy. Our new academy integration scheme with the Academy Department and the Community Sports Trust is set up where there is a pathway in and out, which supports. Some young people have a great talent, however they have never had access to high-level coaching or tutoring. We would then give them that environment, and a safe environment, therefore if they were not quite ready for the academy they can come back and work with us for longer.

Therefore, in terms of what you are asking, an example, some of the Committee Members came on a visit and they met our new apprentices. This was an example of working in partnership with appropriate and specialised partners. We are working with a partner called Leadership Through Sport Charity, and engaging with local young people who are, for want of a better phrase, sparky. They are motivated, they are keen, they have a lot of energy, however they cannot see how to get out of potentially an E6 postcode and go and work in the City as a finance clerk or an accountant; because we all know the recruitment process currently within huge blue-chip firms probably would not even honour an interview.

What we have done is we have broken down those barriers from the top down and agreed to recruit and place 15 of those apprentices this year. This will grow as the years go on, and therefore when we talk about the social mobility barriers, we are taking local young people from East London and placing them in fantastic jobs. That is a life-changing moment for them and something that we then enhance in them as peer role models, because one of the elements is around their sports leaders and leadership qualities, and working with then a multitude of groups and young people locally that they can then engage with and well motivate. Therefore it would have that kind of family tree effect, the ripple effect, where you have 15 who then all speak to 15 young people each over the period of, I think we are working for 15 months with them. What kind of impact can that have locally on a much wider number of young people? That is just one of our 20 focused programmes on achieving our aims and objectives.

Len Duvall AM: Sorry, just on how these programmes are funded, of course you put your own money in, therefore what is the percentage of your turnover that you invest in these activities, just to give a flavour to the Committee, therefore what would that be and what comes from partners who fund some of that?

Joe Lyons (Head of Community, West Ham United Football Club): I do not have the figures for 2012/13 or 2013/14. In terms of this year, we have independently raised £1.335 million.

Len Duvall AM: That is your own money or that is what you received from partners?

Joe Lyons (Head of Community, West Ham United Football Club): This is just how it is broken down from a percentage, there is 38% that is - again the figures off my head - £490,000 is via the club's Premier League funding, so the chair, Karren Brady, would authorise the allocation of this money via the football clubs, and this could change, it is more than likely going to increase if we competitively access that money. It is about £492,000 this year. There is then about £420,000, so about 35%, that comes from working with local education providers. Again, another example is a pathway of a young person from key stage 2. We now have a pathway where, if that young person is vulnerable, if that young person, for whatever reason, is not achieving well through the local provision, then we will provide an intervention for that young person and it is a good story for one person, that is a very vulnerable young person from key stage 2 right through now to employment via the higher education programme that we are starting with University of East London (UEL) at foundation degree level in 2015. A further education model where we have circa 100 young people currently engaged, and therefore the money, the £420,000 that we have independently raised through our education partners, now provides that provision for those young people.

The other funding at around 28% is then driven by our own activities working with funders, like Telematch is a good example where we are a subcontractor of Community Links in East London and we deliver -- I think our target is 15 year-long wraparound end-to-end provision for long-term needs.

Therefore I would say it kind of comes from three areas. There is obviously potentially some fundraising opportunities that we can do that would then always come back in and as a charity, I think it is worth noting we are a not-for-profit charity. Therefore if we were to raise £5 million the following year, because of the amount of investment we can get, that will all be recycled within our community outreach. Therefore, as I said, currently there are about 20 programmes and as and when more programme finance comes into play we will work with our local partners and assess where the need is based on our aims and objectives as an organisation and under the mandate of the club and deliver those as far as we can. There is a lot of need.

Gareth Bacon AM (Chairman): Thank you. I am going to try to bring in other guests. Dr Brickell, same question to you, I realise it was a while ago that I asked that question now, it is how you see West Ham moving into the Olympic Stadium adding value to the regeneration that was begun by the building of the Olympic Park?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): Thank you, Chairman. If I could just briefly, set out four points of context and then a bit of detail. The four points of context are firstly that the stadium is really very important, however it is only one part of the constellation of venues and parklands, the new neighbourhoods and the new business locations., Therefore that probably sets it quite a lot apart probably from other stadium projects, and the trick is to make all of those elements work together, that is the first thing I would say.

The second thing I would say is, although we love West Ham United dearly, they of course are only a part of what will happen in the stadium and there will be athletics in the stadium, other sports, music, other cultural events, and they will range from the international to the very local. I think that again, the trick will be - and I

know that you [you refers to Joe Lyons, Head of Community, West Ham United Football Club] feel this too - how the different parts work together and feed each other and synergise with each other and add value to each other, therefore that is the second point.

The third is - and I think this is very important for whatever project and we have talked about this a lot really - but everything that has happened in the Olympic Park, the venues, the neighbourhoods, is set in long-term strategy. Therefore London knew why it wanted to have the Olympics, it knew why it wanted to have a stadium in Stratford for many years, and therefore really in that sense the Olympic Park stadium was a means to a broader end. We have again talked about that before, the bid book says, as you know, the purpose of having the Games there was to regenerate the entire community for the benefit of everyone that lives there. Then again we have talked about the ambition the local authorities have, the Mayor has, and the Government has, for convergence. Which is within 20 years of the Games the life chances of East Londoners would be at the London average, which would be great for East Londoners, and also great for the London economy and for the United Kingdom (UK) economy, and we can unpack that. Therefore the stadium is a part of a bigger whole. West Ham is part of a whole in the stadium. There is a long-term strategy, therefore in that sense this was not stadium-led, the stadium was a part of what we wanted to achieve.

I think the fourth thing that the stadium in a way illustrates quite well is that the key has to be about the relationships between the different players. This is particularly pertinent for us as a short to medium-term time-limited development corporation, operating in the midst of the four boroughs with businesses and very lively communities and some fantastic institutions already there, and others coming in, it is about getting those relationships right. Therefore, as you know, the stadium programme is a joint venture between the London Borough of Newham and ourselves, the E20 LLP, and therefore it is a good illustration of all sorts of relationships that are happening across the Park that are important for the long-term future.

Therefore those are the four bits of context I might give. In terms of the details, yes, I think it comes down to the following really: jobs have been an absolute priority within the convergence programme, it is an absolute priority for the boroughs, an absolute priority for us. Jobs and apprenticeships, and we have been very successful at local employment, very successful at local apprenticeships in all that we have done so far, and every time I hear Joe or one of his colleagues speak I am encouraged because they all so clearly share that ambition. I think Joe makes a really important point of the sort of thing that West Ham can bring in addition, because there will be some people who will work there, there will be some apprentices in the stadium, however for many young people it is a gateway, it is a different way of opening a door into the world of work that will appeal to some who would not have found other routes, and I think that whole point you make about progression and so forth is really important.

I think another big area that we would look to is health and healthy living. I have been really impressed over the last few months by the general practitioner (GP) practice at the Sir Ludwig Guttmann Centre; that is the health centre in the Athletes Village, the GP practice has been embedded since the beginning of the year now, and turns all the words we have had about a GP practice using the Park and the venues in order to help people into healthy living beginning to come true. Therefore really excellent relationships between that practice and the people who operate the Copper Box and the Aquatic Centre, Greenwich Leisure Limited (GLL), with Active Newham, who are working on the Park with activities in the parklands, with some of the tenants, London Lions for example, the basketball team that is at Copper Box, and with ourselves. Therefore that is some real practical examples of how does the local National Health Service (NHS) work and grab all those opportunities. Again, I can see that once West Ham is embedded, because of your track record, we will have all sorts of other opportunities that will come.

Therefore jobs and health, community engagement you have talked about, it has been a big ambition of ours, realising many ways to get local people, local schools, local organisations, very active on the park and in the venues, and I can see that is going to continue. Jobs, health and community engagement.

I think the footfall will be really important and we are getting fantastic footfall in the Park already. This will add very significantly to that, regular large numbers of people coming. That will be very important for the sustainability of the businesses at Westfield, in Stratford High Street, at Hackney Wick, in Stratford Town Centre, therefore the sustainability of those businesses again feeds through into local jobs and I think that will be a really significant addition to the footfall, particularly in the winter months. We have yet to see how the South Park keeps its numbers up during the cold days of winter, however there will always be people going to watch West Ham on the weekend.

Then the final thing I would say is it is - and I am not sure how this will pan out - but it is something about profile. The Games itself was proof to us that it would wake lots of people into coming there, it was in the eyes of the world, it woke people up to the idea that this would be a great place to bring businesses or institutions. Plus the programme of Olympicopolis that we have with University College London (UCL), the Victoria and Albert Museum (V&A), the other institutions coming, businesses coming to the international quarter and so forth, I think just keeping the profile among the maximum number of people that, this is a place where there is still opportunity, you can still bring your business, you can still bring jobs, is very important. Therefore I think those sort of summarise some of the details of how I think this move might help.

Gareth Bacon AM (Chairman): Thank you very much for that. I think your opening comment about it being not a stadium-led development in the sense that certain other stadium developments are is a fair one because it was much more an Olympic Park and it was always intended as a one piece. The original plan of course was to reduce the Olympic Stadium to a 25,000-seat stadium with an athletics track around it to be used primarily for athletics, and then to try to find an extra tenant and we have moved obviously some way from that since that original plan. Critics have argued that was always the wrong plan and it has been expensive and time-consuming to get to where we are now, which is, I personally think, probably the right position. How essential is it to the wider regeneration plans of the Park to have a Premier League football club in the stadium?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): I think Kim will rehearse this and probably comment more on the history, we came in later. However clearly the reason that the Development Corporation - or the Olympic Park Legacy Company (OPLC) that was, took the stadium in that direction was that they felt that was the way in which the stadium could be commercially successful in the long run, therefore there was that element to it. However, also, it is this point about driving activity, leveraging jobs and leveraging business investment in the area, therefore clearly we think that is the way we took it, that this is the best way to make the stadium work for the long-term regeneration.

Gareth Bacon AM (Chairman): The commercial success of the stadium, I would agree, is very important to the ongoing future of the Park. What levers do you have to ensure that the stadium remains a community asset though?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): I think that might be something that you want to pass on to Kim, but at the very heart of the structure is a joint venture with the local community. I almost would not go beyond that because, whatever happens to us, that is an immense driver in any future relationship, a significant stakeholding from the local community in the form of the local authority.

Gareth Bacon AM (Chairman): Okay. Kim, do you want to come in on that?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): Yes, just two or three points I would say, is firstly just going back in history. I think that the council has been committed to creating Stratford as a metropolitan hub for a number of years and that started really with the support of the Jubilee Line extension and its own investment in Stratford Station. Therefore I think there is a longer-term vision that the council had around Stratford as a whole and obviously subsequently that was one of the key reasons for backing the bid and wanting to ensure that there were some sort of legacy arrangements. I think obviously as the authority that was dealing with the planning and the licensing of the Park, we built that in to all the planning applications around Westfield, around the Olympic Park, around legacy, indeed to the extent that the planning application dictated some of the pricing arrangements for the venues on the Park. Therefore it was something that we thought of very, very early on.

In terms of our relationship with West Ham, it pre-dates the Olympics of course, it pre-dates the Olympic Park, because obviously it is a club that is firmly embedded in the council, and I think that very, very early on we felt that the original proposals for the stadium were not the right proposals. We lobbied very, very hard for something more akin to Manchester City's and the Commonwealth and subsequently perhaps the Glasgow Games, however, if you want to start to deal with the convergence and reverse the polarity of London and have footfall and economic regeneration in East London, then you have to have some anchors. Westfield is an anchor for that. The Olympic Park and the Olympic Stadium were absolutely going to be one of the anchors. We would argue, and we certainly, with the previous owners, felt very supportive towards them in terms of the football stadium. Obviously with the new owners we submitted a joint bid with West Ham as the original bid, which won the process, however subsequently, because of various legal challenges, we moved on to a second bid process. Therefore we always felt that West Ham was a key component of the Olympic Stadium because it created financial viability, it created jobs. The original plans created a few days' athletics a year, no permanent jobs, no footfall all year around, and therefore very, very early on we saw West Ham as a very key component of it. Subsequently we have been able to bid and obviously we entered into a subsequent relationship with the LLDC, however we still felt West Ham were an important component of that. I think that on several counts, firstly, West Ham had shown their commitment to community learning, they have an education zone in the Boleyn Ground currently, which many of our schools use. The council has a very good relationship and it was inevitable in terms of the stadium, there was going to be the opportunity for learning zones in the stadium.

We also felt that having a viable business that was an all-year around business meant that we could create permanent jobs and use that as an opportunity to then create activity during the rest of the year.

I think the other thing we would say is there was a real commitment in our earlier bidding process from West Ham around funding a community trust and enhancing their community offer, which was always part of the original bid, and subsequently it has become part of the subsequent bids.

For us though it is another part of the jigsaw in terms of the regeneration of the whole of East London and in a sense we get the opportunity now to help regenerate Green Street and that was always part of the original plan. For us, showing that there was a legacy benefit for the whole of East London and the whole of Newham, not just Stratford, is really, really important. Therefore the potential regeneration in Green Street is critical for us.

Also, we think that it creates other opportunities as we move across into East Ham and then down towards the docks as well. We will only get that if there are visitor attractions 365 days a year, therefore hotels, retail, hospitality, as well as sports activities. We are very, very keen on the jobs and growth agenda. It is one where you will transform the life outcomes of the residents of Newham and part of the agreements are that, 75% of the jobs in the stadium will be targeted towards Newham residents. We also had agreements during the Games with the host boroughs around jobs targeted towards East London residents and that continues with all our relationships with the LLDC and with the various tenants in the stadium.

Gareth Bacon AM (Chairman): Do you have a follow-up, Len?

Len Duvall AM: Yes, please. Paul, you mentioned earlier on about relationships being crucial. In the continuing regeneration activities in the years to come, the operators that you are out doing business, trying to look for at the moment, I presume you have two, I do not want to get into the details of that, however I want to get some idea of that process that you are doing about what you envisage these operators adding in value to the various tenants that you have on site. Is it operators just for this stadium or is it operators for your role in relationship to the other stadia that exist on the site? What are the components of this and maybe you can explain where Newham come into that issue, what is it, and how do you think you are going to manage their influence on it? Is this stepping back from your role? What is your -- how does this work? Do you know what I mean?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): To go in order, the bidding process is live at the moment, and so I will say almost nothing about it, except in general terms; it is for the stadium plus an area around the stadium towards the south. E20 Stadium LLP will appoint shortly an operator.

Len Duvall AM: Which is you?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): That is us and the London Borough of Newham jointly.

Len Duvall AM: OK.

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): The model is essentially the same or similar to the Aquatic Centre and the Copper Box where we have an operator they have a 10 year concession to operate that; that is GLL --)

Len Duvall AM: However that is a contract, is it not, it is just a straightforward contract? That is not a framework of activities that you want to see within the stadium, is it? Is it a pure contract?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): It is, and I was going to say that obviously we have another operator/manager for the parklands; that is now Cofely, and that is how we worked it in the press and broadcast centre where Here East are in there; and there is a long lease to them, as tenants on a long lease. Therefore there is a mixture of different arrangements and that is always how it has been envisaged to be.

I mean our approach for all of those has been, first of all, to build into contracts the key things we want. Therefore all the contracts we have operated so far, and the Stadium Plus contract will be the same; they are very clear about what we want in terms of local employment, what we want in terms of apprenticeships, what we want in terms of community engagement and what we want in terms of community days. Therefore I think the stadium will be the same as the other venues in which there are certain days that are set apart for community use, on reduced charge, no charge, usually in the other venues. That is very clear about those sorts of things, very clear about London Living Wage, you know, all of the things that we need as the regenerative elements of that, therefore write those into the contract. Be really clear at the point that you then let the contract that you meant it when you wrote it in the contract and seek to build the relationships that are going to deliver that. The world is littered with contracts, not our part of the world, but the rest of the world, contracts with high ideals, and everybody forgets what they agreed. Therefore we have always followed through, whether it is construction, operation of a venue or operation of the parklands, by building the

relationships that deliver towards those targets, and then very practical support. Therefore the stadium will not be any different from those.

Len Duvall AM: Who will be responsible for programming, future programming, or of activities within the stadium. Will they go out and say what concerts are taking place or is that somebody else?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): Yes, you know more, Kim --

Len Duvall AM: And can you explain who is the client then, is it E20 or which officers they use, or is it Newham officers or MDC officers; who is managing this contract?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): Just to go back, the stadium is a joint venture for 103 years between LLDC and Newham, it is 35% Newham, 65% LLDC. All the decisions on the stadium, whether it be construction, operator or calendars, are joint decisions between Newham and LLDC. Obviously that includes the Island site, which includes the community track as well. Therefore the operator process is the delivery agent, therefore the client is E20, which is LLDC and Newham, which has a set of criteria around activation of the whole Island site and with the addition of the South Park. They will be responsible over and above the current lease agreements, which are 99 years for West Ham and 50 years for UK Athletics, which have fixed points in the calendar. Obviously the football season has fixed points, although there may be activity between matches. That is something for the operator to negotiate with one of the tenants, which is West Ham.

There are also 20 days of athletics, which may be interspersed with other activities such as concerts and other events. That needs to be negotiated between UK Athletics and the operator. Therefore they are responsible for the calendar and maximising the revenue of the stadium outside the standing contracts that we have. There is also, as part of the community use, for 103 years, a minimum of 10 days' community use a year in the stadium, which is an arrangement with Newham Council. Therefore the operator will need to negotiate with Newham Council in relation to those 10 days as well. Their real task is to maximise the operation, the commercial benefits of the stadium, to have a relationship with the tenants, rather than public bodies, which probably are not the right people, to have relationships with the set of tenants, sports tenants, and managing those relationships. Therefore it is --

Len Duvall AM: Therefore I am right in thinking that they have a crucial role in the future regeneration issue, therefore is it a strong client or a soft client? Are you confident enough in your contract, and I am still unclear, in terms of who is on the day-to-day management of this contract, however of course we want them to go on and do the business, however there is a framework they have to operate within, the contract framework. Therefore who is it that is going to hold these people to account? I am a simple soul. Do I come back to you or both of you at some stage if some things start to go wrong in future years, or is it -- who is it that is going to be managing it?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): At the moment, as we go through the development process, there are employees of Newham and there are employees of the LLDC who work together as a team under the umbrella of E20. Obviously their host employers are still LLDC and Newham, however they work to the E20 board, and that will continue. There will be a joint team, which will be made up of officers from both those organisations and any additional officers we need, who will be the client side with the operator. They will also be the client side in relation to any other work that is going on in relation to the stadium, because there will be a number of relationships in relation to the stadium.

What is likely to happen as we move towards stadium operation is that we will develop that team. It will be a small team, it does not need to be a huge team, because we need to optimise the efficiencies of it. However they will be the client side and they will directly report back to the two chief executives, one of the LLDC and one of Newham, who ultimately will be reporting back to the E20 board, which is made up of Newham Council representatives through Newham Legacy Investments, which is the company that we have set up, and also the LLDC Board. Therefore there will be a governance arrangement through those two organisations. Certainly in terms of the agreement we have, there is a governance structure that links into that. Therefore I think that the operator will report directly to whoever the LLDC and Newham decide is going to be their point of contact at the point of appointing an operator. We have not decided that yet, however we will be deciding that over the next six to nine months.

Len Duvall AM: However it is a crucial appointment, is it not?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): Absolutely.

Len Duvall AM: For future activities. Chair, we might want to follow up on some further information, not commercial confidentiality stuff, about that process, and about the importance of that outside, we will seek some further information from you.

Gareth Bacon AM (Chairman): Yes, with the agreement of Members, I think what we will do is we will write to the appropriate parties after the meeting in consultation with the Deputy Chair, if that is convenient to do that.

I would like to move on now, if I can, and bring Mark Donnelly in, because you have been waiting very patiently indeed while we talk about other projects. I would like to ask you about QPR's plans and why you have chosen Old Oak Common as a place to build a new stadium?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Essentially, hearing some of the sort of general discussions around the Olympic Park and the sort of consistent approach and very holistic approach to the development and the need to have certain anchors and for the sort of long-term place-making of the area, very much focused around homes and jobs and education, so the community, that is exactly the principle that we are looking to try to bring to Old Oak Common and to our masterplan.

I will just take a step back. At QPR we have been in Hammersmith and Fulham for very nearly 100 years. We have existed in the local area in Brent and Ealing for sort of 35 years of that. Therefore we are very much a local community club and that is something that you heard from Joe about West Ham, how important that is. We are very much attached to our roots. We are the kind of club that you have granddad, the dad and the son, all come along on a Saturday, and it is passed from family to family. Out of our fan base, a significant proportion of that fan base live in Hammersmith and Fulham, Brent and Ealing; therefore we are very much attached to our local environment and we have very close roots throughout that community from the club itself, and also through our community trust.

QPR as a club, we have an 18,000-seat stadium, we are by far the smallest stadium in the Premier League and we would be the fifth smallest stadium in the championship. Therefore the rationale for QPR as a football club to continue to thrive and to try to survive long term, within the ever-increasing world of football, as the demands on the clubs increase, we need to move to a new stadium to thrive and to survive long term in any kind of Premier League level or even championship level.

Therefore we have been looking at sites for well over five years. As I said, we are very much wedded to our local base and we have been looking in Hammersmith and Fulham throughout that period. We have looked

very closely at two other sites and we have done a lot of preparatory work and we are dealing with the local authority and for various reasons we did not get support to move forward on those other two sites.

We were then, about two to two and a half years ago, steered towards Old Oak Common. There was an emerging sort of masterplan and vision that was emanating from the Greater London Authority (GLA) and the Mayor, very much working with Hammersmith and Fulham, Brent and Ealing. Initially it was around transport and the whole opportunity that potentially High Speed 2 (HS2) and Crossrail may bring to that area. However it was very much looking at a masterplan for this area. Really what you have seen Stratford and the Olympics leave as a legacy in East London, West London desperately needs a similar large-scale project, and as the plans have developed, and as we have looked at this, we think there is a real opportunity at Old Oak Common and the surrounding area to deliver a project almost bigger than the Olympic Park in terms of legacy. We are talking about 24,000 homes and over 50,000 jobs created in that wider area.

QPR as a club, we obviously started this as a stadium project and it has grown into an ambition to lead the overall masterplan and work with the local authorities and the GLA and the Mayor to really deliver this masterplan and deliver the vision for the whole area. Why Old Oak Common, well I think there is really no other suitable site, I think the implication for the club is, if we are not able to deliver this at Old Oak Common, we have some very hard decisions to make as a club. I think it would be very uncomfortable for the club to move out of its boundary, it would be deeply unpopular. About nine years ago there was discussion about one of the previous ownership groups talking about either moving out or ground-sharing with Fulham, therefore I think all of those options have been looked at, and there was a huge backlash from our fans against any alternative that did not involve staying local, staying within Hammersmith and Fulham.

I think Old Oak Common is remarkably similar to Stratford as a site. It is a very difficult site. It is surrounded by railway lines and railway infrastructure. It has a canal running through the middle of it and at the moment it is an industrial site. Some very successful businesses are located there. However the employment density is pretty low for the size of the area that the businesses currently occupy. Therefore we think it needs a comprehensive regeneration, it needs a catalyst, which something like a football stadium, as you have heard, can really come forward and bring early development.

HS2 undoubtedly could bring forward transformation and regeneration, however you are looking at that being 20 years plus really before that is delivered. I think a football stadium can act as that catalyst. It can help overcome some of the significant infrastructure challenges that site would have to bring forward as a development, and create a place where people would like to live and create an environment that provides jobs and community facilities. Therefore I think that we strongly feel that a stadium is absolutely at the heart of bringing forward that regeneration, it can really bring it forward a lot earlier than any other form of development, and it will really become part of that place-making. As you know, we are working with the team that delivered the Emirates and the regeneration around Arsenal, and I think you are going to have to look at some of the examples of successful stadium regeneration place-making to see, in a reasonably short space of time, that a stadium can help really transform an area and bring forward a lot of housing and a lot of jobs. We are very aware of what a disparate fan base we have, and therefore we want to bring forward an accommodation mix, which befits our fan base and really meets the needs of a wide range of people. Therefore clearly there is going to be a strong need for affordable housing in the area, and a whole mix of tenures, to create a genuine mixed-use community, which the club is at the heart of it. That is why we think Old Oak Common really is a massive opportunity.

Gareth Bacon AM (Chairman): What do you see as the risks of moving the club to Old Oak Common?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): I think the risk of any stadium project, a stadium is a complex thing to get planning, to build, and a significant financial investment

just to develop the project, and our shareholders have already committed significant funds, over £5 million to the process so far, and we know how much it will take to get to planning and then to try and put the land together. It is a major, major project, therefore clearly the financial risks are significant. It really is a big ask to pull that project together.

Clubs and supporters are quite traditional and our fans have been coming to Loftus Road for, as I say, nearly 100 years, therefore they know the stadium, they are very familiar with it and they love it. It is a very old-fashioned stadium in a lot of ways, it is quite unique almost now, if you look around many of the other Premier League grounds, we are one of the last remaining traditional old stadia. We are in the heart of a community, in a residential area now, therefore I think moving that and creating a new environment obviously carries a risk for the club in terms of its supporters, and you have to make sure that you can bring those supporters along on that journey with us, making sure they are fully engaged in the process and they have their say in what their new stadium and home will look like.

Obviously the further you move away from your fan base, I think that increases the risk significantly. You have alienation and the most extreme result is obviously Wimbledon and Milton Keynes (MK) Dons, you kill the original plan and they had to restart again. I think all of those are the risks attached to it. However, I think the opportunity and the ambition to lead that legacy project, I think, outweighs all of that from our club's perspective certainly.

Gareth Bacon AM (Chairman): You touched on Loftus Road and obviously you have been there for 100 years, or the best part of 100 years. What are you going to leave behind? What is going to happen to Loftus Road if and when QPR moves to Old Oak Common?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): I think that is the second part of the legacy and the place-making and the regeneration that we can do. Loftus Road, as I said, is in a heavily densely populated area. White City has a mix of environments already and has some areas with some challenges, therefore I think there is an aspiration for a long-term plan for White City and how to potentially look at regenerating parts of White City. I think Loftus Road can form part of that regeneration as well. The obvious thing is, obviously, housing and accommodation to be provided on Loftus Road. Again, it can be done very sensitively and with a really strong view on the legacy of the club and the legacy of the community that the football club has left behind.

Therefore I think, and QPR think, it will be however long it will take to build a new stadium, five or six or seven or eight years' time, whenever that is, however I really think that can kick-start a regenerative effect on White City. We are already seeing in that area some huge development projects around Westfield and the British Broadcasting Corporation, however they do not really come and touch right on the edge of the White City estate, which is where some of the major issues are in that area.

Gareth Bacon AM (Chairman): Whenever there is a regenerative plan agreed for a particular area, there will be people that will gain and people that will potentially lose out. These things do tend to get quite polarised sometimes in terms of a debate. I do not really want to get into the merits or otherwise of your proposed scheme or alternative proposed schemes, and obviously we are aware that there are others. What have you done as a club to canvas the views of local residents and your supporters, to get their views as to whether it is the right thing that you are proposing to do?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Consultation is going to play a big part throughout the process. We have already done a couple of major pieces of consultation. We have surveyed, we have a database of 90,000 supporters, of which nearly 40,000 of those are in Hammersmith and Fulham, Brent and Ealing, and so we have asked them about plans for a new stadium, "Are you

supportive? Where should it be? We are looking at Old Oak Common as an option. What are your views on that?" First of all we had a significant response, we had nearly 9,000 survey results come back, which for a survey of this nature, we were absolutely delighted with, and it was overwhelmingly positive, over 85% were strongly supportive of our plans and strongly supportive of the plans to relocate to Old Oak Common. Therefore we know that within our --- there are always then questions about what does the stadium look like, what is the capacity, what facilities, where am I going to sit, and all of the rest of those, which obviously will come further down the line and we will go out and we will re-consult with our fans and we will have working groups and forums with all the different fan groups that we have. We know that we have strong support from the QPR supporter base, which is really important to us.

We are just now in the middle of another significant consultation exercise. We have sent leaflets out to 50,000 local businesses and residents in the wider area, again across the three key boroughs. We have had a very good response to that so far, and again, out of the responses that we have had, we have had over 80% supportive of our plans, and over 85% supportive of the plan to locate the stadium within the masterplan at Old Oak Common. Again, we think that is overwhelming support from the exercise.

This week we are running a public exhibition, again spread across the three boroughs, so yesterday and today it is at Loftus Road, and then it moves to Ealing and then to Brent towards the weekend. We have displays of our plans and we have members of the project team there to talk to members of the public and businesses who want to go along and ask questions, and opportunities there to fill out a survey and to fill out responses and questions, and we will collate all of that information. The consultation, I think, closes at the end of September/beginning of October, we will collate all of that and then we will respond within our masterplan thinking, based on the results of that consultation. Then we will expect to go out for further consultation before we submit a planning application.

Navin Shah AM (Deputy Chair): Yes, Mark, you mentioned that you want to transform the area. Can you tell us the kind of vision you are promoting, you have to sort of show what kind of place you want to create in Old Oak Common?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes, we think the opportunity is significant, therefore it is a large-scale plan, we are talking about a masterplan that demonstrates the opportunity to deliver 24,000 homes and the opportunity for commercial space that would deliver over 50,000 jobs within the area. Very much at the heart of it obviously we would see a stadium and we would see that really forming a key part of the community. In some ways it is sort of going back 100 years. 100 years ago every football stadium was located in the middle of its fan base and it was within densely populated areas. 20 or 30 years ago there was a move to move to more out-of-town football stadia in big retail parks, with massive car park spaces around them and people would all drive in and maybe not the best transport links.

We think Old Oak gives us a chance to kind of go back 100 years and really become a key part of that local community. Therefore it would be the stadium, however as part of the stadium we see a real mixed-use offer. The stadium would be more than just football, as every stadium is, and you have heard the plans for the Olympic Stadium, it will be much more than just a football tenant. Therefore again with the stadium you can have a whole variety of uses, from corporate for conferencing, community days, other sports, entertainment, weekend events, and you can have regular calendar events around the stadium, around the spaces you create within the stadium.

I have worked at a number of other venues before, looking at things like education, training, adult education. Because you have the space within the stadium that is designed to accommodate that, it cries out for providing that sort of education opportunities.

Around the stadium, we very much see hotels, hotels work incredibly well alongside corporate business with stadia; therefore we see the opportunity for a number of hotels around the stadium. I have previously worked at the O₂ and I have seen the impact of a venue with bars and restaurants around it and creating an entertainment type district. Again, we have a population living close by with 24,000 homes, you have a catchment area of 50,000 to 60,000 people. You need to create places where they can socialise, provide local schools, provide local health care trusts, community facilities, leisure facilities, therefore we see very much as part of our masterplan thinking all of that will be delivered as part of a wider masterplan.

However we think the kick-start for all of that is the stadium and the stadium becomes the key delivery and the key sort of asset within the centre of that wider area. You also obviously need the transport and the infrastructure in place to make it a place where people can get to, and where they can get around, and that is going to be a key part of the delivery as well.

Navin Shah AM (Deputy Chair): Very briefly, can you also tell us whether there is any other focus than delivering the football, which is your main business?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Obviously the club, we are a football club, and the football stadium is a key part of that. I think an anchor tenant is - and we heard from the Olympic legacy discussion, an anchor tenant is really important to a big masterplan development. It is very difficult to deliver the scale of residential without some kind of place-making and without having that reason why people would want to live in a new area. Therefore we think football clearly is at the heart of that. As I said, we feel very strongly it is more than a stadium, we think it has to be - you have to design it and build it very much for multi-use activity, and whether that is other sports, there are obviously a number of other sports that could use a stadium, we would be very - in our current design thinking we would make sure that we have that flexibility where you could accommodate rugby or any other sport that would need a major stadium.

Again, I have seen, working in other venues, you have the summer season where you have entertainment, you have music, you have concerts, you have whole weekend events in and around using the stadium, as part of a wider programming around it. You have a lot of corporate business and I think that again, you have the facility there to really bring in corporate business and again I think that is providing employment and it is providing that animation on non-match days, because I think the worst thing, if you have an example where you build a stadium and it is not integrated into the wider area and the masterplan and it is not busy on non-match days, you have a real big cold building within the middle of a development, which is not great and that will not be a success.

Therefore we are very conscious that we will find uses throughout the stadium for a whole wide range of different things, including I would expect us to have a very similar arrangement where we have a number of guaranteed community days. We already, in our very limited facilities that we have at Loftus Road, we already have an education facility, we have a classroom, we can only provide one area because we just do not have any other areas. We are able to provide kids the opportunity to play on the pitches as a culmination of a school sports programme and a community programme. We have adult education and health programmes and everything else, which we would come and do at the stadium, however you just have so much more capacity and flexibility to do that in new facilities.

Gareth Bacon AM (Chairman): All right.

Murad Qureshi AM: Mark, you have comprehensively covered the areas that I was going to question you on. However, just some points of detail. Firstly, when you talk about Old Oak Common, you do not necessarily mean the goods yards, do you? Do you mean north of the canal side of the station?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes, as part of a wider masterplan, you look at the whole area. In that whole area there is a whole transport question around HS2 and Crossrail, which is probably a whole series of discussions in their own right. However, if you are looking at a long-term vision of a wide-scope masterplan, then you are potentially looking at what you could do across that whole area. Specifically, the stadium is in the northern section, correct.

Murad Qureshi AM: I just say that because it is important when people think about the transport investment and the stadium that they are not competing. They are actually sitting side-by-side and there is actually the canal in between the two places. That is what is going to, hopefully, help. I have seen some of your consultations in the local papers like *The Gazette* this week and I am sure you will get various views on that front. You are quite right. The advantage of a stadium-led development is that it is a landmark to which gravitates a lot of the interest and kudos of living by it.

Can I just come back to what you said about the housing? We just need to be a bit more forward there in terms of the composition and the numbers. Could you take us to that in a bit further detail? This will be new housing in derelict W12 that has not seen the light of day for a long time. We have to get it right.

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes, absolutely. It will be new housing. Obviously, the exact nature of that type of housing and discussions with the local authorities and the GLA about the mix of tenure and the mix of form of housing are conversations that need to be had. I cannot really pre-empt that or give views or give estimates on where we think figures would be.

However, we think, absolutely, it has to be a genuine mixed-use community. We have wealthy Malaysian shareholders. They have been absolutely adamant from day one: this is not and this cannot be and will not be successful if you have an aim to build a development of high-value overseas investment-owned properties. That could not be further from what we want to deliver here.

London is incredibly diverse and has a wide range of communities living within small pockets and they are very close to each other already. That is something that, absolutely, we want to replicate at Old Oak. I think you will see a wide range of different types of accommodation, types of price range and types of ownership mixed within that.

Murad Qureshi AM: You are right to emphasise your presence in Hammersmith and Fulham, but do not forget that QPR did start in what is an old bit of the City of Westminster in Droop Street. I am sure you do keep a presence down there, I am reassured.

There has been a change of regime there and I think there will be a set of different demands on the housing. To what extent are you going to be responsive to that now that you are clear that Old Oak Common is going to be your new home?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Look, we will work very closely with all the local authorities that have an interest in the area and with the GLA and the Mayor and we will, absolutely, deliver on what their ambitions are. Obviously, it always has to come back to a commercial viability issue, but within that framework we are absolutely committed to delivering a good mix of affordable - and again, exactly what that mechanism looks like and how that fits together, again, is very difficult to give exact details on because we have not got into that level of discussion with the authorities, and we do not have a sense of what they want.

Murad Qureshi AM: Moving away from housing to community facilities, are the sports facilities you are going to be building going to be accessible to local communities?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes, absolutely. That is very much the plan. Again, using the stadium, as I said, the stadium will be open to the community. What that will look like and how it can be managed is detail down the line, but we would envisage that, as Loftus Road is, as very much part of the community. At Loftus Road, we do things with Hammersmith and Fulham and jobs fairs and things like that. All of those sorts of activities we would look to do in the new stadium.

There is also then the knock-on, as you say. We are looking at this part. One of the options we are considering is doing more leisure facilities, sports facilities. One of the legacy projects at Arsenal was a third-generation (3G) football pitch. That is a fantastic asset to the community and that will see very high usage. Again, all of those things would be things that are under active consideration. As we continue to work through the masterplan and have further discussions with the planners and the authorities as to what they would like to see within it, then we can seek to firm up those.

However, yes, at the moment, it very much is a good leisure scheme with facilities that the community can use, as well as other leisure facilities, bars and restaurants.

Murad Qureshi AM: That is interesting because yesterday, when we went on a site visit to the Manchester City football ground, we saw the playing facilities being built right under the stadium, literally. Is that what you are going to do? Is that the leisure facilities?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): I am not sure we have quite that much money. Those facilities are, I would say, by far, the best in the world. I think £200 million is the rumoured cost of that facility. It is absolutely incredible. I was at the Premier League yesterday and I heard it described as 'the Disneyworld of football'. I think it is. I do not think you will see that level of facility replicated probably anywhere else in the world maybe, apart from around some of the World Cup venues in Qatar, perhaps. It has to come down to a commercial viability question, ultimately. With any development of this scale, that has to drive things.

We are building a training ground within Ealing already. We have a long-term agreement with Ealing to deliver that. The facilities around the stadium will be very much community-led rather than specifically what the club needs and how the club will then develop.

Murad Qureshi AM: It was interesting yesterday. We gained the impression - or I certainly did - that City was going to take over the world with --

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): They may well do.

Murad Qureshi AM: -- New York Football Club and Melbourne Football Club also being based there. That was an interesting insight.

You mentioned the local facilities in Ealing at Warren Farm [Sports Centre]. There has been a bit of hesitation there. Are you confirming that you are still committed to that and that is --

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes, we continue to work very closely with the council on --

Murad Qureshi AM: They have been dilapidated for a long time and people do want to see those facilities used.

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes. We have had fairly well-documented and lengthy planning issues with a judicial review that we now have through. We are working closely with Ealing on the programme and we look forward to delivering that within the short-term or medium-term future.

Murad Qureshi AM: Julian Bell [Leader, Ealing Council] can be reassured that you are still committed at the council level?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes, we have reassured him personally and, yes, you can happily --

Murad Qureshi AM: OK. We are glad to confirm that. Just finally, it was interesting, actually, that QPR did move into Olympic Stadium - well, White City - and then moved back out.

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): It did, yes.

Murad Qureshi AM: I am sure you have learned from all that.

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): We did not last there very long. It was too big for our needs at the time.

Murad Qureshi AM: Yes.

Gareth Bacon AM (Chairman): It was rather a different order of Olympic stadium, I think.

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes, of course.

Len Duvall AM: Really to Paul and to Kim [Bromley-Derry] first, lots of claims are made about employment opportunities. You have an interest from a borough perspective. We have experience of the Olympics in terms of jobs claims, some with successes, some not. In that sense, post-Olympics on jobs, you could tell us what local jobs, if we stick to the five boroughs - of course, the job market is wider than that, but five boroughs principally - was one of the tasks to change those. I am presuming the new operator's contract, if I was looking at it, I would see somewhere where you are asking that operator to collate statistics about those local issues.

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): Yes, absolutely.

Len Duvall AM: Tell us what the local job claims are. How many, roughly, more down to the numbers, do the boroughs think they are recruiting on the refurbishment of this stadium in terms of the construction that is taking place at the moment?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): Yes, I can tell you the actual figures. In fact, I think we just provided them to someone else.

However, can I just take a step back to the transformation? We were really clear that our task as the relevant corporation was always to push hard on local jobs. The Olympic Delivery Authority (ODA) achieved a certain

amount and the London Organising Committee of the Olympic and Paralympic Games (LOCOG) achieved a certain amount with temporary jobs. We were always clear that we were to use that as a base and move beyond it.

Our first task was the transformation of the Park and the other venues, in fact. In the end, we had 30% local employment, which well outstripped what had previously been achieved. It was pretty good. It outstripped our targets. The thing about the construction contracts there is that we focused very hard on apprenticeships. We ended up with 60 apprentices, which is twice as many as you would imagine for a contract of that size.

We carried that through to the venues and the management of the Park. Obviously, that is a different kind of job. The skillsets are much easier to achieve. We are achieving much higher - you will get them but I can send them to you - with about three quarters or 75% and at the Copper Box, at one point had 90% local employment. We have very high levels of local employment, as you would expect, with very strong apprenticeship programmes running all the way through that. Again, we can send you the latest figures on those.

As I indicated earlier, that comes from being really clear as the commissioning/contracting authority that we mean to set targets in contracts and then push those all the way through, being really clear with ourselves, being really clear with contractors, operators or tenants, and then providing very practical support.

As you know - and we have talked about this probably here before - in the construction business, apprenticeships are tough because contracts often are not long enough to accommodate a full apprenticeship. The nature of the subcontracting structure means that you quickly get down to businesses that cannot hire an apprentice. We work with apprenticeship training agencies, particularly K10 [an construction apprenticeship scheme], that have hired the apprentices and then threaded them through contracts. That has worked very well. We are now at the point, because we are starting to build our first neighbourhood at Chobham Manor, where some of those apprentices are moving into work on those neighbourhoods and elsewhere. We have a very good track record and we have learned a lot about working.

On the construction of the stadium, Balfour Beatty is the contractor, as you know, and that is in full flow. We are probably at about peak workforce on that. We have similarly worked very hard. There are good numbers of apprentices. The percentage of local employment is around 25%. That is our target or just slightly under, actually. The target groups, such as women, we are doing OK, I would say. We meet our targets but we are not as high as with transformation, which I think we always expected because the skillsets are very specialised in the stadium work. Obviously, quite a lot of the transformation work was specialised, but there was also much more general work. We are guardedly optimistic that we will see through the construction works with good levels of local employment and apprenticeships.

Once we get then to operating, we are back in the territory that we found with GLL and Cofely and the operators and contractors in the venues in the Park. We would expect really very high levels of local employment and high levels of apprenticeships. We have written that into the contract.

Our approach has always been, as a development corporation, not to try to do job brokerage ourselves but to work with the boroughs. That is the basis of the success. Actually, we still work with six boroughs. We are still working with Barking and Dagenham. The way it will break out is that as we take the stadium forward into end use, the focal point will be Newham Workplace as the job brokerage. They will be the spearhead of local jobs, but we will also work with the other boroughs. It is the approach we have also taken with the other boroughs. If you think of the jobs in Here East, at the Press and Broadcast Centre in Hackney, it is Hackney's job brokerage that is spearheading that really, with other boroughs following in behind. I am optimistic.

Len Duvall AM: We might wish to follow up about lessons learned and see that --

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): Yes, I can certainly get you the latest numbers.

Len Duvall AM: That is quite important for future stadium developments. Newham has invested a lot in terms of job brokerage and in the issues of getting people match-fit and learning lessons. You have also assumed some of the benefit issues. How many of your hard-to-reach groups, those whom you can shift off benefits into the world of work, have you managed to succeed with in terms of the Olympics or is that at very early stages yet in terms of your own borough?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): In terms of the actual Olympics and Paralympics, we are quite clear about the figures. Just over 10% of the workforce on the Park were Newham residents and many of them would have been because our jobs brokerage, Workplace, targets the hardest to reach. I think our figures were that 75% of those were the hardest to reach groups.

In terms of subsequent arrangements, as Paul said, on the Park, it depends where on the Park we are talking about. If it is in Newham, which obviously is quite a large part of the Park, the LLDC asks contractors to work through Workplace, our jobs brokerage, in the same way as it does for Hackney, Tower Hamlets and others in those areas.

At the moment, over the last year our figures are several hundred. I think the issue is that when we are in construction mode it is much more difficult because of the training time lag in terms of skills. However, what we are focusing on are the hardest to reach and we are asking for those to be prioritised in the same way as apprenticeships are really important in terms of hard-to-reach young people.

In terms of all the subsequent contractual arrangements, for the operator, it is in the contract that 75% of the employees will need to be Newham residents and they need to be sourced through our jobs brokerage. Obviously, what we need to do is make sure our jobs brokerage can gear up to it. We have started to do that with construction as well and certainly we fund a range of training courses. Actually, Balfour Beatty was talking to us in the last week around jobs which required one or two weeks' training for people to be able to use equipment, and whether our jobs brokerage could fund those in order for them to be able to employ our local people. We are doing that. We are really optimistic that at peak operation over 50% of people working on the Park, will be Newham residents.

Certainly, in the stadium, we are focusing on 75%. That really is the target. Indeed, one of the reasons for our investment in the stadium, as I said right at the start, was jobs and growth. What we are encouraging the LLDC to do, is to look at long-term jobs on the Park rather than short-term construction jobs. It is an interesting balance for the Park. Actually, there may well be lots of short-term construction jobs, but what is the legacy afterwards? Our view is that actually there is lots of space outside to build housing. The Park should be absolutely focused on long-term jobs, commercial developments, entertainment, hospitality and sport. That creates long-term jobs. Housing can be developed in all the other space in east London. That is the debate we have with the LLDC and their planners all the time.

Len Duvall AM: OK, Mark, you have heard what has happened in the past. I suppose traditionally, when we have seen mixed developments across London, even large-scale ones, we have tended to view them as jobs for the London-wide market. Has anyone from the GLA, in terms of your discussions with planners and others with whom you have come into contact, ever said to you, "We need to get local jobs here in this scheme", or have you heard QPR's point of view, "We would like to recruit local labour"? What are the conversations that have taken place at these very early stages? We are at the early stages, are we not, of your --

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): We are at an early stage, yes.

Len Duvall AM: Can I just clarify the role that you are doing at the moment? Amongst the planning exercise, you are an interested party and a partner with the GLA on a masterplan. In the ultimate development, you do not have any interest in the housing element or have you or are you still considering that as an organisation?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): We have some land interests in the area. The ultimate delivery of that masterplan and how you deliver the housing, or whether you bring in other developers and your partners and you sell it off, is way beyond the thinking. Where we are at the moment is delivering that masterplan. As part of that masterplan, you have an understanding of what the financials look like and the long-term viability.

Probably the answer to your question is both of those. As an employer and as an active member of the community, we would proactively say that we want to employ a significant number of local people and provide jobs for local people. I know the mantra "local houses and local jobs for local residents" is actually something that all the project team really strongly believes in. The stadium itself would be a significant job generator moving from Loftus Road to a new stadium with the associated corporate business around that and hotels. The net increase in jobs that a stadium alone would provide, would be significant. I daresay we will certainly get into discussions with the planners and local authorities, on what commitment you could make to how many of those would be local residents within Hammersmith and Fulham, Brent, Ealing and others. That would be a conversation we would be very open to.

On jobs across the wider development, again, we would look to, hopefully, provide a wide range of jobs within that. Again, how you commit to that with the authorities and what level of commitment we can make, as an interested party to the masterplan as to exact numbers, but we would work very closely with that. It is certainly a focus for both parties.

Len Duvall AM: Am I right in thinking that your move to this area will require a great deal of help and support from GLA and local authorities to make this happen? Is it reasonable, then? In your contract for building a new stadium, if you are successful, you could voluntarily just do that. You could say a percentage. However, it sounds like the conversation that we might have is that you would welcome the conversation and then the authorities - whether the GLA or the local authority, whoever determines this - is going to say to you, "We think a percentage of those jobs should be local". Do you want to be prescribed because there is an acceptance that you are going to get some public authority support for this move if it happens? Part of that acceptance is that you would accept a responsibility to employ local labour in a traditional area of construction which is difficult. You have heard your colleagues, who have wrestled with it where it has been very pro about the public subsidy that has gone in that we expect local jobs. What is it to be, voluntary or a prescription in terms of that?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): The best solution would be a voluntary agreement. Again, for exact numbers and what that looks like, it is very difficult to give any specifics as we sit here today. However, yes, I would fully expect with our planning team and with the authorities we would welcome those sorts of discussions and I am sure there will be a consensual agreement.

Len Duvall AM: OK. There is a question that we need to follow up - but not from the people that are before us, Chair - to the GLA, whether it is the planners who have given evidence to the Planning Committee here or whether it is GLA Land, about its issue around job creation. I do not think we have ever imposed issues around where jobs come from, but the pressure on localities including west London is that there are hard pockets from

Westminster outwards of people needing jobs. We have never, I do not think, ever said - even on Nine Elms - that we would like to see some local job creation. We just might want to ask questions of those officers about where they see it. Is it a London-wide issue or is this project of some significance in terms of what they are asking and that requires, because an MDC is involved, whether there is a job issue and what the GLA's stance is on that. If we could follow that up outside the Committee, I would be grateful.

Gareth Bacon AM (Chairman): Yes. We could do that through the usual channels. In consultation with the Deputy Chair, we will get a letter out which all Members will see.

Len Duvall AM: Thank you.

Gareth Bacon AM (Chairman): We need to move on again. Murad, you were going to ask about changing the local area?

Murad Qureshi AM: Sorry, which question was that again?

Gareth Bacon AM (Chairman): Question 4.

Murad Qureshi AM: Four? Sorry. I have gone back. OK. Sorry, I have messed the order up. Gareth, has most of that not been answered?

Gareth Bacon AM (Chairman): No. We were going to talk about - you can rephrase it - the football ground, if you like, because that has not been dealt with.

Murad Qureshi AM: Yes, that is true. Joe, and I will address it to Kim, you were both there when we went around to Upton Park. Your plans for regeneration there clearly are critical for local businesses along Green Street. Can you just elaborate on to what extent those decisions have already been made and to what extent the club will still be around in that immediate neighbourhood of Upton Park?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): Obviously, there is a whole set of masterplanning arrangements that have been in place and frameworks around Green Street and Barking Road. With the decision for West Ham to take up the tenancy at the Olympic Stadium, we had already been in conversations with West Ham about what the legacy might be. They were very, very receptive and they were very, very keen to deliver a legacy. The issue for us was around ensuring that the developments were completely compatible with what was already there, and we obviously have a vibrant economy in Green Street. We obviously needed to be mindful of what the loss was as well as what the gain was going to be.

Certainly, there are three or four things. Firstly, there is, like the rest of London, a shortage of housing. We felt that this should be a mixed-use development and that it needs to create connectivity between Barking Road and the rest of Green Street and create a vibrant new centre for that area. As soon as the club had identified a purchaser, we sat down with our planning team to look at how the development could complement everything else that was already there, and also create the ability to upgrade some of the public realm in that area as well.

Three or four things are critical, though. Obviously, there is a green space in the middle of Upton Park. It is a very important part of the mixed-use development that there is green space in the new development. We are also keen that the housing complements the housing that is already there and is sympathetic to that, but also creating that retail connectivity between the Barking Road shops and the Green Street shops with a much more viable local centre.

Certainly the club was very receptive to that. The club has been working with us all along on that and there is a real general agreement about what needs to be seen there. Galliard Homes have absolutely picked that up and are working very closely with our planners and with the club to ensure we can deliver that vision.

Murad Qureshi AM: The other thing we picked up - and Karren Brady [Vice Chairman, West Ham United Football Club] was actually quite honest - was that there are a lot of businesses that want to see the club moved on in some ways, particularly along Green Street. The retail presence, though, will be enhanced and the council is changing shop frontages and things like this. Is that what you are talking about?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): Part of the plan is - you are absolutely right. Interestingly, because of the previous bid with West Ham, we had been talking to local businesses for four years and local residents for four years before the sale of the ground. It is absolutely critical that we do not put those other businesses out of business. You are right that their general consensus is, "When is the club going to move?" It blights match days in terms of the local economy. Most of the businesses were very, very keen to hear the plans.

The other side of that is absolutely making sure it is complementary and not in competition. Certainly, there are gaps in retail in that area and Galliard Homes are working with us to make sure that it is gaps that we fill in terms of retail in that area, rather than just replicating what is down the road. With Green Street, there is a real potential to do that. The other side of it is enhancing the market facilities. There are questions of us in terms of how we contribute to improving that streetscape as well. It is really, really important.

Len Duvall AM: Can I just come in on the back of that? Are you telling me that Boleyn Arms, in terms of its loss of trade, you are going to protect as a community asset and it is not going to be turned into flats? It is quite well known to West Ham supporters. It is quite a traditional pub. It probably survives on match-day trade. Goodness knows what it is like during the summer. Where do you stand on those issues, then, with this vibrant shopping area and all the rest of it?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): I think it is true to say that not 100% of people want to see West Ham go or businesses go. That was a balanced comment. The majority --

Len Duvall AM: I am glad you said that but, seriously, should the Boleyn Arms, in terms of its historical nature and its relationship with the club, not be protected as a pub and should you not seek to protect that if it is about vibrancy? With the nature of pubs closing and the precarious nature of it - I am not sure what the Boleyn Arm's issues are - and in terms of the relationship with the club, should that not be protected by your council?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): It is an interesting question that we are looking at with Galliard Homes - how to actually protect some of the current businesses. Certainly in terms of our conversations with the club, there are issues about what the fans who currently go to those various outlets are going to do in Stratford. What are they going to do elsewhere? It is also true of the supporters club as well and we are having conversations with West Ham about how you replicate the supporters club. It is unlikely that people will go to the Boleyn Ground and then travel on to Stratford. It is less likely, anyway. We are having all those conversations. We are not against protecting those arrangements, but I would say we are still in early discussions and in early discussions with Galliard Homes, who are the critical developers in this, around how we protect the whole area.

Len Duvall AM: Sorry, you do not need to discuss it with Galliard. You are the planning authority. You have the right to protect so that a pub stays on that site forever and a day, if you feel able to do that. I have just pointed out one pub. I am not arguing for the Queen's. I might make an argument for the Central, but there

are also some places in Plaistow that are going to have some difficulty. However, the issue is what the council is thinking about some of those traditional places where the heritage is just as strong in terms of where the ground is. If the ground is moving and all the rest of it, what do you do about those other bits that have significance? We have talked about the protection of pubs in terms of other scrutiny bodies.

I am just thinking, but it is a planning authority issue about a negotiation with a housing developer and what they are going to do in the area, is it not, unless you are telling me that they have bought it and they are going to turn it into flats? I do not think they are.

Kim Bromley-Derry (Chief Executive, London Borough of Newham): I do not know whether they have or they have not. However, what I would say is that from a Newham perspective, we are one of those local authorities that have been lobbying local government on the protection of pubs and we are certainly not anti-pub in any sort of way. Obviously, we have quite strong licensing arrangements in relation to those pubs, as you will be aware. We are lobbying hard to make sure that we protect pubs. We have not made a decision on that particular pub, but certainly we have lobbied hard to protect other pubs in the borough as well. I am not saying no. It is obviously a decision for the council a bit nearer the time. However, if we feel that is an appropriate intervention, we would consider it.

Gareth Bacon AM (Chairman): OK. It is an interesting diversion that we have taken into discussing --

Murad Qureshi AM: Drinking pubs for West Ham fans, yes!

Gareth Bacon AM (Chairman): -- the merits of West Ham fans' locals, which is good. I need to move on, Murad. I am sorry.

Murad Qureshi AM: OK.

Gareth Bacon AM (Chairman): Navin, you wanted to come in?

Navin Shah AM (Deputy Chair): Yes, I will come to my question, but just on the last bit of that, it is more than just pub protection. There is this serious argument about how you, as the authority and that developer and whatever, can actually have a framework which will work to solve the problem of the negative impact on existing amenities, businesses, traders, et cetera. That is really about local, whether heritage or other, business values. How you look after that, I think, is an issue.

Kim Bromley-Derry (Chief Executive, London Borough of Newham): I would agree. There is the fact that there are several hundred new houses being built, which creates additional trade for the area, and the fact that we are ensuring that in the planning arrangements any retail development on that site, is complementary to the rest of Green Street. There is the issue about footfall in the area and that is why, from the pub down through to Green Street, we are quite keen on connectivity to ensure that actually all those assets are able to benefit from it. Inevitably, when something like this happens, you cannot keep everyone happy all of the time. It is quite a significant move from one place to the other and it is a balanced view, but certainly it is something that we take into account as part of the planning process.

However, it is still really, really early days in that process. We are still probably a year away from any planning application and any planning decisions because of the detailed work that is being done by Galliard Homes and, obviously, the timeline we have in terms of West Ham moving out and moving into the new stadium. It is not something we need to rush to do, but it is something we need to address as part of that process. I agree.

Navin Shah AM (Deputy Chair): I have two comments about social regeneration aspects when we look at regeneration. This is a broad question to all the guests. Who have you identified as the local communities in terms of stakeholders and various organisations around both the Olympic Park and Old Oak Common? Do you want to start?

Gareth Bacon AM (Chairman): Yes, if you would like to start off, that is fine.

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): As part of our project team, we are working with a series of social and economic consultants who are looking at that whole framework around that. There are a large number of community groups in our area with various different interests and things that they are looking to protect, from the Scrubs to local resident groups to partner alliances of businesses. We have all of those. We have invited them all as part of our consultation for meetings and to feed into that process. We are very conscious of working with all those local community groups and understanding what their issues and needs and desires would be for the regeneration of the area. We obviously have a large number of local stakeholders as well in terms of political stakeholders, transport stakeholders and also the existing businesses. We are keen to work with the existing businesses to look at relocation and to work with them to find alternative premises and to protect the employment of those existing businesses. There is a whole series of different work strands which will go on and cover those various different interest groups, but we are looking, if we have not already, to meet and discuss and consult with all of those.

Navin Shah AM (Deputy Chair): Are you looking at or have you actually developed a governance framework to reflect those local communities and partnerships that you would surely want to generate?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes. It is probably slightly early in our process to look at a full governance framework. We are very much in a consultation process at the moment. We have identified as many of the local community groups as we can and we think we have them and have made contact with all the ones we are aware of. Obviously, if there are any of the local community groups that we have not made contact with, we would be delighted to hear from them. That is part of the reason why we are doing this public exhibition and have made the plans very public on a dedicated website for the development. Yes, we have tried to identify all the different interest groups that we can and we are in the process of meeting with them, consulting with them and getting their feedback.

Navin Shah AM (Deputy Chair): This is slightly outside of what might technically be termed 'community stakeholders'. Have you engaged with local schools, for example, and other educational institutions?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes. As part of what we do as a club, we have very strong relationships with local schools. On a day-to-day basis, we work with over 50 schools in the five boroughs surrounding our area through the community trust. One of the key strands of the community trust is our education programme, providing sport programmes from primary school to secondary school and multisport programmes.

Specifically in terms of the education needs of the masterplan and what those would be, again, we are still trying to shape and formulate our views. It is clear that there will be educational needs and there will be gaps within the local provision, given the size of the development we are talking about. We will work closely with the local authorities and the GLA to make sure that education, health and other community assets are provided as part of that.

Navin Shah AM (Deputy Chair): Do you want to comment in terms of your work at the Olympic Park as well as Upton Park and the proposals? How have you identified your local communities and a potential governance and management structure?

Joe Lyons (Head of Community, West Ham United Football Club): In partnership with the club - obviously, this is part of the regeneration team - we have developed a strategy within the trust that is, for want of a better word, a virtual environment where it creates hub and satellite sites. Working, again, across all of our outreach from east London, predominantly in Tower Hamlets, out towards some of the Home County areas in Essex, we can mobilise any one of our strands of work.

It could be something like a health provision, working with the local clinical commissioning groups (CCG) across the borough. This does not have to be based around a stadium. For example, young people potentially cannot move from one postcode to another postcode. We cannot expect young people from East Ham or Beckton to then travel all the way over to Stratford for a youth engagement programme. We could be putting them at a certain amount of risk in terms of other local issues such as gangs and crime.

What we have developed over the last 15 months is a hub model which will in essence be representative of the areas we want to work in. This, again, is incorporated working with the local community stakeholders and the local community groups. For example, in Upton Park, which some of you came to see, you saw the social prescription or the community prescription programme. Just because the club is being relocated from Upton Park to the Olympic Park, that provision will still remain and we will be working closely with other GP surgeries, for example, looking at where we can base it. There will be, hopefully, a position for us in the Park working in partnership with some of the providers. We will look to develop it out into Tower Hamlets and out into the other areas of Newham. It is just one example of how whilst, yes, for the community support trust the location of the stadium is important, we are looking then at that virtual model. Can it go on a national or an international basis as well? It is trying to take our message and our core values far wider, in consultation with the local community groups.

Navin Shah AM (Deputy Chair): In terms of local communities, obviously, where you are in something, you have heard that as well through the Planning Committee and current examination-in-public of the London Plan. One of the major factors or challenges, as well as opportunities, we have is in terms of the huge diversity that London's communities present. It obviously is a major aspect within the area. Do you have any special programmes or initiatives in terms of engaging with those hard-to-reach communities and generally in terms of black and ethnic minority communities?

Joe Lyons (Head of Community, West Ham United Football Club): Whilst it is hard not to pinpoint or focus on one certain group - for example, Asian communities based across East London - what we are trying to do is create an environment that does not classify against certain needs. Your postcode and some of the deprivation locally will predetermine the engagement and the work that you are in need of and, again, the social mobility, youth engagement, anticrime work that we are doing in a huge partnership with the Mayor's Office for Policing and Crime (MOPAC), the local authorities and the youth offending services.

If I was to pinpoint something that we are doing with a heavy focus around Asian community groups, we have just set up a partnership across east London where we are trying to engage with some of the local Asian football community groups. Historically, that has not been in place across West Ham and has, I suppose, been led from the new Football Association (FA) strategy around Asians in football. We are proactively now really trying to engage with the Asian groups and focus on whatever they need.

What we do not want to be seen as is this Premier League brand going into a local Asian football community - the Bangladesh Football Association (BFA) is one that springs to mind and we are really working closely with them - and coming in as West Ham United with our brand. This cannot be about us just working with them for one objective, ie a player pathway. We are setting up long-term education and strategic work with not only the BFA but all the other local Asian community groups where education, coach education for their staff and

integration within our academy and our framework is something that is really important and something that has been really well received from them. Potentially, previously, you could just be seen as going in and trying to get the top talent players, which ultimately is not going to serve any purpose. It is about real integration at a lower level and community cohesion, for want of a better word. Not just working with the Asian communities but potentially the Afro-Caribbean communities and we have been working with some of the Tamil groups.

Do I see it as our role in terms of then creating that integration? I think we have a part to play. Can we pull together a community sports forum that again brings us for what we can provide, which goes back to health, education, employment and the overall economic wellbeing of the communities we work with?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): The key is looking at this whole development as a multi-layered approach: community, club, elite. Certainly, one of the key planks of this is community activation and community participation. That may be, for example, ensuring that you have all-year-round access to the community track for community support and community activation. That links then into clubs like the Newham and Essex Beagles and moving their base there so that you have club activity. Also, you can then showcase elite sport in the Olympic Stadium, which creates the aspiration and the engagement at the club and community level. This really does create that opportunity.

A lot of the work that we and the LLDC have been doing is engaging with local communities about how we use these facilities and how we engage that aspiration and enthusiasm. West Ham is a brand that helps with that, but there are other brands such as the elite athletes who perform in the stadium and the relationship we will have with UK Athletics. We are also doing the same in terms of part of the operator contracts that will be around community activation around music, support around the concerts as well and also all the other facilities. You have to do it at three levels.

Then you also have the spinoffs. For example, Newham and Essex Beagles are moving into the community track as their base gives us the opportunity to create a cricket academy in their current base, which we are working with Essex County Cricket Club on. That will create mass participation in terms of cricket in east London as well. Again, that is targeted at the local communities, but obviously we hope it acts as a conduit into club and then elite sport.

It is something we have worked with West Ham on. How do we engage more communities in football so that ultimately, not only can we use it for things like community prescription, which is just healthy living, but also how do we actually create a conduit for people to just participate and then move on into elite sport? It is one of the unique aspects of this development that was always part of the thinking from day one and obviously now the challenge is for us all to realise that as a partnership.

Navin Shah AM (Deputy Chair): Paul, do you want to come in?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): I suppose it is to endorse what you have both said, really, which is that there is in Stratford and around the Park - Hackney Wick, Bow, Leyton, Waltham Forest and so forth - a really well-developed network of relationships. Actually, the task of grappling with this beast of the Olympics has helped that grow. As far as we are concerned, the relationship with local authorities is key. They know their communities. They have rich networks that they use.

However, we have also developed our own direct relationships that have worked quite well. For example, we have now a Park Panel, which is a formal structure of local residents and some businesses that are there to think about both the physical development of the Park and the future of the neighbourhoods and also about what goes on there. We have the Youth Panel, which is becoming a youth board and has been running for

four or five years with fantastic generations of young people. That is, again, about the physical changes and also increasing what happens in the Park and venues and in the neighbourhoods. We have the Built Environment Access Panel, which has some experts but also a large number of local people, thinking about how that Park and the venues look if you have a disability or are in some other way disadvantaged. Those are some formal structures.

We have informal residents' groups from the points of the compass around the Park with whom we talk about these things. Then there are actually a whole slew of very practical relationships and practical project work with schools in a very lively schools network around the Park and more broad community organisations, clubs and so forth.

I alluded to this earlier in terms of people in the existing areas and the incomes like the GP practices. What is lovely to see, as the operators get established and as the tenants get established, is people coming together and investing things. We will see a lot of invention. Clearly, as you have heard, there is a very willing and experienced incomer here in West Ham and it is going to invent things. Part of our role as a development corporation is simply to introduce people who trust us to each other and say, "Get on with it". I think we are in for an exciting time, actually.

Gareth Bacon AM (Chairman): OK. Thank you. James, you wanted to talk about housing?

James Cleverly AM: Yes. I know, really, all of you to one extent or another have spoken about housing. Mark, you have been quite explicit in terms of the numbers that you think will be catalysed by the move to Old Oak Common. What I would like to do - to put you on the spot first, Mark, if I could - is just to explore how you feel you are going to make that a reality. Saying it is going to happen and saying it is going to trigger X amount is all well and good, but you are not planning on building it yourself. How do you give guarantees or how can you give us a confident indication of the numbers that you have been talking about?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): It is from working with the stakeholders. The GLA and the boroughs will be the key people within this and there will obviously be clear planning targets.

That is not to say that the club will not be interested in doing some development itself and, again, that was a model that was replicated from Arsenal where the club did do some development and then did sell off some to other developers. The club itself is open-minded but, clearly, we are a football club first and foremost and not a substantial property developer, as things stand today.

In terms of how we can deliver it, there have to be first initial conversations around infrastructure and making the site able to be right for housing development. As the site stands today, there is very limited access and there are issues with the railways and disconnection. There are small pockets of little island sites. First and foremost, it needs that enabling and it needs that infrastructure, which does need a strategic overview. It would be very difficult to deliver any of the infrastructure that is needed in small, piecemeal developments. We need one person to be responsible for the vision and the holistic view, working with, as I say, the authorities and the key boroughs to make sure that is delivered.

In terms of what the club will physically deliver, there are going to be commitments coming out of the planning process and there will be financial viability issues. We want to deliver the housing and the development as quickly as we can. The worst model for a stadium is building a stadium with nothing really around it. There has to be that joined-up, consistent development to come in a systematic and joined-up way. Again, it is very difficult to sit here today and say exactly how that is going to happen because we are talking a good number

of years in the future, but it has to be co-ordinated, it has to be joined up and there will be an overall delivery plan for the whole area which has to be --

James Cleverly AM: Have you looked in detail at the Arsenal model of delivering? Is there something that you could learn from that, either to emulate or to avoid?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes, to emulate. A lot of our project team is pretty much the Arsenal project team. I hear about Arsenal every day, to be honest.

James Cleverly AM: That must be fun!

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): I think Arsenal did do very well. They have a fantastic stadium for a football club and they delivered a lot of housing in a pretty short space of time. Over 3,000 houses were built in the area around not only the Emirates but also Highbury. There is a lot that we can really gain from that.

The role that Islington played in that and the partnership between the club and the public sector was really strong. There was a common goal of what the desirable outcomes from both parties were. Actually, that was really consistent throughout the development process. Again, we would look to try to replicate that with our boroughs and with the GLA.

James Cleverly AM: Can you remind me? What is the ownership status of Loftus Road?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Loftus Road is wholly owned by the club. The club's majority shareholders are a consortium of Malaysian businessmen, Tony Fernandes and his partner, Kamarudin Meranun, who set up and created AirAsia, which is the low-cost airline in Asia and a very successful business now operating in a number of different countries throughout Asia. They have created a number of other businesses based around the low-cost model in terms of hotels, money and insurance, very similar to the entrepreneurial models that you see some businesses run here.

The third Malaysian investor is Ruben Gnanalingam, whose family owns Westports. It is a family business, recently floated, which is the largest port operator in Malaysia. Our fourth shareholder who still has a significant stake is the Mittal family.

James Cleverly AM: Obviously you are going to have a tension between trying to maximise income from any housing development that might go on at Loftus Road or any other areas nearby and making sure you actually deliver affordable housing and a broader community.

Both Joe and you, Mark, have said how much the clubs value their local links. How are you going to make sure that the housing developments that go on either around the old site or around the new site do not just create luxury high-value flats that will be completely inaccessible to the local community?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): The role of the public sector in that is obviously going to be key and we have worked very closely with all of the major public sector bodies to date and we will continue to do that. There obviously has to be a financial viability hurdle that you have to be able to deliver. However, we had and will continue to have a full range of conversations and be very open with the GLA, Hammersmith and Fulham, Brent and Ealing about that and making sure we deliver the appropriate numbers and we are transparent in what we say and what we deliver.

James Cleverly AM: Obviously, although you are on a sound financial footing now, which I know has not always been the case with QPR and indeed with loads of clubs, you are not quite in the realms of having a £300 million, multi, all-singing, all-dancing facility like Manchester City is able to put forward. Do you have a particular plan or aspiration of what kind of community facilities could be embedded in the Old Oak Common site to draw in people from the local community from the people who perhaps live near the old or new site?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Yes. We are working through a range of options at the moment. What you can provide with the stadium is an obvious place to start. I mentioned before education and adult education and spaces that the community can come and use for a whole range of different activities that they may want to do, which is an extension of what we do on a limited scale within our constraints of Loftus Road. The wider community facilities that we would look to develop would very much come out of the discussion process with the community groups and with the local authorities, depending on what the need is in the area. Clearly, as I said before, there will be a need for education, health and other places that the community may go to and can utilise for activity.

We think there is a strong draw around sport and providing sport facilities. Again, we need to work through all the financial viability around that and what can be delivered. However, one of the interesting things is that the site and the challenge around the site can provide significant space around podiums and providing under-cross space. It does open itself up to be able to provide a wide range of sporting activities. We are, clearly, a sporting organisation and that seems an obvious place to start, but then there is also the range of amenities that that mixed-use community will want to have. What you would normally expect to see in any kind of balanced community, we can expect to see that being developed as part of it.

James Cleverly AM: Thank you.

Gareth Bacon AM (Chairman): One quick question for you on that. How did you come up with the figure of 24,000 new homes?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): It was through the details of the masterplanning framework. There were figures that the GLA and the boroughs had previously discussed in terms of their vision for the wider area. There were homes and jobs targets as part of the consultation document that the three boroughs and the GLA released last June. We have then worked very closely with them to look at what their ambition was and to make sure that we can develop a masterplan that would be able to deliver on that vision. It is a combination of working with the authorities as to the aspiration and then looking at a detailed masterplan that can actually deliver that. We have detailed masterplanning behind those numbers.

Gareth Bacon AM (Chairman): This will sound more insulting than it is meant to – it is not meant to sound insulting at all – but it was not on the back of a fag packet, then, and you just went, “24,000 sounds good. We will go for that”?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): No. We have detailed master-planning and we are working up all of that. With all the planning authorities and the planning officers, it has been very much a two-way process. They have fed into that. No, there is absolutely a lot of detail behind that.

Gareth Bacon AM (Chairman): It is a partnership arrangement, potentially, with you and the boroughs and the GLA, rather than simply something that the club will do off its own bat?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): Correct.

Gareth Bacon AM (Chairman): OK. Thank you. It is Navin next, is it not?

Navin Shah AM (Deputy Chair) Yes. We have heard some demonstration of partnership working between the LLDC, the MDC and the other partners. My question is to Paul. What lessons have you learned from the running of the MDC at the Olympic Park? What would you do differently if you were establishing it now, from the experience you have had?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): The general point I would make, again, is that whichever part of London you are thinking about, start there and do not start with us. Start now and not with us then. That is, figure out what it is you want to do. Actually, first of all, figure out who it is who wants to do it. It is about building relationships from the start between the GLA and the local authorities, essentially, probably, in most of the contexts you are looking forward to, and then figuring out what it is what you want to do and then working out the structure that works best for you.

Just reflecting on the LLDC, we were born out of a very different kind of project. It had a national focus with a lot of Government investment. It was a London project as the London Games. It had a very strong local drive with the Park spanning four boroughs and six boroughs with an intense interest in it, around a shared national, London and local ambition to regenerate physically and in terms of convergence. We started off, from memory, as the OPLC. We were a company, one structure that worked. Then, the drive of the Localism Act and the Government still investing a lot of money but wanting to express that locally is what then gave birth to the MDC, actually. We were born out of a particular set of national, London and local imperatives which, gladly and happily, coalesced, with money coming from all three levels and a political drive for localism rather than a national drive. That is what gave birth to the MDC.

What was the lesson within that? We have worked very hard with the local authorities particularly and with GLA colleagues to make things work. That has been very interesting. It has not been one-size-fits-all with the local authorities. Sometimes it has. If you think about employment, which has been very much a six-borough partnership with us working very closely together to drive the successes in local jobs and apprenticeships that we have talked about, it was very much a broad partnership. On the stadium, it is clearly much more a bipartite relationship with Newham and that is expressed in a new structure: the E20 Limited Liability Partnership.

Up in Hackney, it has been very much a bipartite relationship both in terms of the future of the present Broadcast Centre, which is the venue it was intensely interested in because it wanted to see it brought forward as a business location and it is pretty much there with that, but also with what happens in neighbouring Hackney Wick. Hackney Wick, which is just outside the Park, is an interesting old industrial area with some residential estates, the Trowbridge Estate, and a lot of very interesting small businesses there. Hackney is very keen - as we are - that Hackney Wick and East Wick, which is the new neighbourhood in the Park, work together, that the residential neighbourhoods work together and that the new business location of Here East and the existing business location of Hackney Wick and Fish Island work together. There, we are developing a different sort of relationship with Hackney, which will probably lead to them having a long-term stake in the bits of Hackney Wick that we are currently involved with.

It is about building sensitive relationships, no doubt having our ups and downs, but actually having different kinds of arrangements that suit the direction we want to go in in the future. Does that help? I would counsel against saying that because we had that particular kind of MDC here, you should do the same again. You need to think very carefully about who the players are, what relationships you need to build and what you want to do, and then get the best structure in today's circumstances.

Navin Shah AM (Deputy Chair) Can you tell us, let us say, one thing which you reckon has not quite worked well or could be developed better? We are, let us face it, pretty much at a stage where the Mayor is looking at another MDC for a huge project at Old Oak Common. I think it is important to see how we can learn from what we have already tried elsewhere. That is why I think it is very relevant and important if there are areas or an area where you reckon, "No, perhaps we could have done this better". It is a question of learning lessons. Is there anything at all?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): I am always reluctant to volunteer things that I think have not worked well because --

Navin Shah AM (Deputy Chair) Give some advice to the Mayor and his team.

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): My advice is to assess the situation. I am really not aware of the details of Old Oak Common and what is really required. You need to compare what we have had with that. As I say, we are in a very different world now, even though it is only two, three or four years later.

Gareth Bacon AM (Chairman): Kim, you were smiling wryly then.

Navin Shah AM (Deputy Chair) Yes, he was.

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): I will leave it to Kim to tell us whether it worked.

Kim Bromley-Derry (Chief Executive, London Borough of Newham): In the first instance, the thing I would say is that form should follow function. There was an absolute purpose for the arrangements we have at the moment from the ODA into the OPLC and into the LLDC. There was a joint endeavour and a joint vision to complete something and complete a project. It worked because we had a shared endeavour and we had a shared purpose. It has not always been easy because we have different views, as do our other local authorities, in terms of how that could be delivered and how it should be delivered. However, the critical thing is that the solution should not be the form before you have actually decided on the function of it. That is one lesson for any future MDC arrangement. Make it bespoke to the arrangement and ensure you have the partners on board with delivering that shared vision. The ups and downs, then, are less painful because you actually still want the same goal at the end of the day.

The other thing I would say in terms of moving forward is that what we learned in the early days was to avoid duplication at all costs. Do not have lots of planning teams. Do not have lots of licensing teams. The boroughs very, very quickly entered into a joint licensing arrangement as one authority took the lead on behalf of all the authorities. That is something that I would absolutely think could be learned. We also entered into those agreements as joint authorities with one authority taking the lead on particular aspects.

Latterly, I think the other missed opportunity and something we should pick up is around making those endure post-project. Otherwise, it is not an efficient project if everyone has their own planners, everyone has their own licensing officers and everyone has their own enforcement officers. One of the lessons learned is that the more shared services and the more joint arrangements you have and the more joint arrangements you agree at the earliest possible opportunity - and we did absolutely agree some of those with the LLDC, but there is probably more that we can do as well going forward - it then creates an incredibly strong partnership.

Gareth Bacon AM (Chairman): A final question on that. The Olympic Stadium, in common with the former Commonwealth Stadium in Manchester, has an unusual level of public sector ownership and investment in the

actual stadium itself, which is not necessarily typical of general sports stadium development. Do you think that has been advantageous in terms of securing the kind of activity and the kind of legacy you want? There are going to be supplementary questions added on based on your answer.

Kim Bromley-Derry (Chief Executive, London Borough of Newham): Unless we had committed to the £40 million that we are committed to, much of the stadium-related work may not have happened. We may well have been into the original legacy project because, in a sense, we put that proposal forward back in 2009/10 whilst we still had the original legacy arrangements in place for the stadium. Therefore, we made an absolute commitment and, obviously, as part of that commitment we wanted to secure all the subsequent legacy arrangements and legacy benefits. Certainly, that is one of the main rationales for our £40 million going into that stadium project. The governance arrangements that have followed have all been about making sure we can support the local people and those legacy arrangements.

However, to be fair to the OPLC and then the LLDC, they absolutely were on board with those, as were West Ham when we were dealing with them. Again, it goes back. There was a shared commitment for a legacy. There was a shared commitment about what that legacy should look like. Those agreements were made at the very, very early stages of the project.

Gareth Bacon AM (Chairman): Does the public sector involvement right from the outset and throughout the project secure the legacy or make it easier to control the delivery of the legacy?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): I would say it does. We have an arrangement for the next 103 years where we are, effectively, with the LLDC and whatever follows the LLDC, absolutely there to ensure that the local community gets benefit from that development, whether it is the Park or the stadium. I would see it more as a partnership, but actually I think in all the developments the public sector has to make a commitment to ensure that it is delivered, whether it is the housing benefits that you realise or whether it is the other community benefits that you realise.

Our view is that that is one of the roles of the public sector: to ensure the benefits to the community of any investments or to work collaboratively with private investments to accelerate and enhance those. Certainly that is the approach we take and I am sure it is the approach most other authorities and the GLA would want to take going forward. It is not always possible. You do not always have the money. However, it is something that should always be your starting point.

Gareth Bacon AM (Chairman): Mark, the key difference between the two examples that I have just cited - the Olympic Park and the Commonwealth Stadium in Manchester - is that they were major international showpiece games that the public sector had to put a lot into in order to provide. Your proposed scheme, clearly, is different. Would you welcome that degree of public sector involvement or would you be looking for a partnership arrangement that did not involve an ownership stake?

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): It is not something that we have had any conversation on or have actively considered. I certainly agree with what Kim [Bromley-Derry] said in terms of the private sector/public sector partnership. It is more about what the public sector can deliver in terms of infrastructure or making sure that we deliver that mix of housing. We are absolutely committed to funding and delivering a private-sector stadium which forms a catalyst for the regeneration. It would not be an active request from us that we would need public sector investment to deliver a stadium. However, regeneration as a whole and the infrastructure and investment needed in the area associated with our investment in the stadium is what we would see as the catalyst to make that happen.

Gareth Bacon AM (Chairman): Thank you. OK. The final question I want to put is to --

Murad Qureshi AM: Could I just ask a quick question on the back of that?

Gareth Bacon AM (Chairman): Quickly, yes.

Murad Qureshi AM: Very quickly, just on the proposed MDC in Old Oak Common, it strikes me that QPR is in a rush. Can you afford to wait for the MDC to be fully functional? It is probably going to be fully functional in the next term. It may be set up this term. It sounds to me like one of the reasons you are pushing it quite strongly is that you do need it sorted now.

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): We would like to get on with early delivery. We think that is something that will benefit the area. The early delivery of the regeneration and the homes would be of benefit all around. Yes, clearly, we want to move to a new stadium as early as would be possible. In terms of the timeframe around the MDC, again, it would be difficult for me to comment.

Murad Qureshi AM: Yes, I understand.

Mark Donnelly (Chief Operating Officer, Queen's Park Rangers Football Club): We obviously understand the sort of timeframe. One thing that has been discussed around the timeframe will come in reasonably quickly, but our key message is that we would work with the GLA, Hammersmith and Fulham, Brent and Ealing. Whatever legal framework exists, we would work with all of the relevant public sector stakeholders to deliver it. It is a complex project. It is a big project. It is going to need the involvement of all stakeholders to ultimately deliver it. It is going to need that collaboration between the public and the private sectors.

Murad Qureshi AM: I just thought the timing thing was worth emphasising.

Gareth Bacon AM (Chairman): It certainly was. Thank you very much, Murad. The final question is aimed at Kim and Paul [Brickell]. It is a sort of sweeping-up question, really. Sarah Ebanja [Chair, Newlon Group, and independent consultant], who was Deputy Chief Executive at Islington at the time of Arsenal's redevelopment, came and spoke to the Committee on an earlier occasion. She mentioned that there was a lack of published empirical data as to the impact of stadium-led development and the impact that it had on regeneration in the local communities.

Intuitively and vocally everyone that we have spoken to has said that it is very positive and has given examples of certain things that have been done. However, given there is nothing empirical that we can find, how are you both going to be measuring the impact of the use of the Olympic Stadium and particularly West Ham's tenancy on the local community and the benefits or otherwise of it?

Kim Bromley-Derry (Chief Executive, London Borough of Newham): The first part of the answer is quite subtle in a sense. We are seeing at the moment 5,000 or 6,000 properties being built in the local area plus about 10,000 in the planning process at the moment. The subtlety is that it is slightly broader than the stadium. Why did developers want to develop in the area? It was because of the amenities, the facilities and the transport infrastructure that go with it and also the fact that it is an attractive place to live, work and stay. The stadium, at a fairly iconic level, actually contributes to that vision of the area and it would be less visionary and less attractive if we did not have the stadium there. On one level, it is more emotional. There is an emotional level to this and it is perhaps more subtle.

The other side of it is that absolutely all the contractual arrangements we have both with the tenants and with the subsequent operators will be about measuring the outputs. For example, we want to support West Ham to

be a successful business, but we are also interested in outputs such as the jobs that are directly related to West Ham in terms of local residents. How many new supporters are coming from the local area? What is the engagement with schools and local communities and the numbers? Those are things that we already monitor, actually, in terms of our partnership, but they are certainly really important to us.

It is also true for all the other stakeholders in the stadium. They are all subject to those agreements, which allow us to measure the outputs. Down the line, we will be able to quickly quantify that there were this many new jobs and how many related to local residents. How many new people have attended events in the stadium? What about community sport? Have we been able to increase the level of community sport in the local area? What is the causal relationship with the stadium? They are all built into the performance framework for the stadium and those people operating the stadium. Therefore, we have the tangibles as well, but inevitably those are not really realised until the stadium is operational. We also have them and the LLDC has constructed those arrangements with all the other venues in the Park as well, which is a really important factor.

Gareth Bacon AM (Chairman): Yes. A final word from you, Paul?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): Yes, I will start by answering the question the other way around. Absolutely, there are a lot of things we will measure and count. We will absolutely do all that. It is in the contractual positions and so forth. We are used to doing it and it will give us a certain amount of information.

However, I would go back to the first thing I said, which is that the stadium is part of a constellation of things that are happening in and around the venues, the Park, the new neighbourhoods. Actually, as you have already said, if you look beyond the Park, in our area there are starts onsite in Chobham Farm to the east of the Park and there is new building in Stratford High Street. That is what is coming out of the ground. There is Hackney Wick, the Stratford Town centre, et cetera. The whole Stratford/Hackney focus is just one part of what is happening in east London and you could tell another story about the Royals.

The real target and the sum of all of that is the ambition of convergence and that is a six-borough set of measures which are about the higher-level indicators like employment rates, education attainment and mortality rates, which the boroughs and the GLA will continue to monitor over time. You hope that the sum total of all of this activity continues to do what it is doing, which is to move those indicators in the right direction. The match between what you can measure on the stadium and what you can measure as a high level and disaggregating the effect of the stadium on all of that will be, inevitably, very difficult, actually.

Gareth Bacon AM (Chairman): We will keep our eyes on it. Thank you very much.

Len Duvall AM: Can I just ask a very quick question to Paul? Do you think officers in the GLA, in terms of their interaction with you, learn from your experiences with some of those issues and do you think it gets transferred when they discuss some of these issues on other developments and other issues? I take your point that everywhere is different, but there are some lessons to be learned and vice-versa. You can learn something from the GLA. Do you think that is the case?

Dr Paul Brickell (Executive Director of Regeneration and Community Partnerships, LLDC): First of all, in all different areas of the GLA, they are alert to what we are trying to achieve. They understand convergence and they understand the component parts and we talk to people about that quite a lot. They are also well aware of the approaches that we have taken, sometimes very novel approaches, to crack issues like apprenticeships in constructions.

I do get the impression that that feeds across to some extent. You will have a better view as to whether you see that referenced as it surfaces in your world. Certainly, we have very active interaction with all sorts of GLA officers about what we are trying to achieve, what we have achieved and how we did it. I would hope it gets translated across, but you will see whether it pops up, I suppose. In fact, I would be interested to know whether you see the fruits of what we have learned popping up in other areas.

Gareth Bacon AM (Chairman): Thank you. That concludes the discussion.