

Queen Elizabeth Olympic Park

Park Management Plan

Executive Summary



LONDON LEGACY
DEVELOPMENT
CORPORATION



FOREWORD

Queen Elizabeth Olympic Park is the centre piece of the legacy of the London 2012 Games and the regeneration of this part of east London. The Park opened to the public in two phases in 2013 and 2014, and has been welcomed by the local community as well as visitors from across the globe.

In contrast to Queen Elizabeth Olympic Park, people have taken too many parks for granted and perhaps forgotten what incredible spaces they are. However, many have rediscovered parks recently and will continue to use them in the future.

During the Covid-19 crisis parks have provided a critical lifeline across the UK. The popularity of local parks soared during lockdown. LLDC undertook research at that time which showed that more than 70 per cent of users said that open space had a positive impact on their physical and mental health. It also showed that during lockdown 60 per cent have been visiting their local park at least twice a week.

As the lockdown restrictions were eased, six out of ten people say they will continue to visit their local parks more than they did before Covid-19 hit; and younger people are discovering the benefits of parks with 72 per cent of 25 to 34 year olds surveyed saying they will visit more than they did before the pandemic.

It is the connection that parks form with their local communities that makes them special and this is one of the positives to come out of the pandemic crisis. I am proud that when asked about Queen Elizabeth Olympic Park specifically, 73 per cent said that it was at the heart of the community and an important asset for London during lockdown. Thus, delivering on the promises that were made in Singapore in 2005.



Mark Camley

Executive Director of Park Operations and Venues



Temporary Stage, 2012 Games time

INTRODUCTION

In 2006 London secured the rights as host city for the 2012 Olympic and Paralympic Games. The proposed principal site and venue for the 2012 Games was at the southern end of the Lea Valley in Stratford, East London.

The creation of a parkland setting to the Games venues, to be retained as part of the Olympic Legacy, was a key element of the London bid. Over the intervening six years the landscape was transformed from a post-industrial and contaminated landscape to an Olympic Park hosting venues and the Athletes village. The 2012 Games were a huge success, not just as an event but in the universal acclaim of the design excellence associated with the venues and parklands. Landscape lay at the heart of the project and now sits at the heart of a 'Great Estate'. The creation of the parklands is rightly recognised as one of the most ambitious and successful landscape restoration and creation schemes of modern times.

“ Queen Elizabeth Olympic Park is a legacy of the national pride generated by the 2012 Games embedded in the physical landscape. ”

Legacy was always a central theme of London's bid to host the Games and was instrumental in the city's success. At the end of the 2012 Games the Park and its governance underwent a two year period of transformation from Olympic venue to public park. Responsibility for the Park was transferred to the London Legacy Development Corporation (LLDC). LLDC were charged with the delivery of an ambitious regeneration project centred around the parklands.



Temporary structures, created within a river park setting



The parkland setting, lay at the heart of the 2012 Games.



Hackney Marsh

East Marsh Football Pitches

Lee Valley Hockey and Tennis Centre

Leyton Mills Retail Park

Wick Woodland

Lee Valley VeloPark

Chobham Manor
New homes coming soon

Wick Village

Here East

Velodrome
BMX Track

East Village
Victory Park

Trowbridge Estate

HACKNEY WICK

East Wick

Copper Box Arena

Stratford International

International Quarter London North

Hackney Wick

International Quarter London

Westfield Stratford City

VICTORIA PARK

East Bank (under construction)

London Stadium

London Aquatics Centre

Fish Island

OLD FORD

Bow East

Bridgewater

DLR Pudding Mill Lane

Rick Roberts Way

Pudding Mill

Stratford Mill

Holiday Inn Express

Stratford Halo

Carpenters Community Centre

Carpenters Primary School

Carpenters Estate

Carpenters & Dockland Centre

Carpenters Community Centre



North Park, provides accessible routes to enjoy diverse habitats

Over the next 25 years (from 2012), the LLDC is expected to deliver new homes and new jobs along with education, health, and community facilities, making a significant contribution to London’s housing, employment and community needs; embracing the ‘Great Estate’ principles which encapsulate stewardship, sustainability and adaption to climate change. On the completion of the regeneration programme, East London will be left with Queen Elizabeth Olympic Park Estate that helps fund a public park at its centre.

The stewardship of the parklands and the wider landscape of the waterways and park infrastructure was identified as critical to securing and protecting the investment in the creation of the Park and transformation. In 2014 LLDC published the first full Park Management Plan (PMP).



Meadows and stadium, the beauty and drama of the 2012 parklands remains

The 2014 PMP covered a period of five years to 2019. The first full update of the PMP covering the period 2020 to 2025 has recently been completed.

The PMP is a detailed and comprehensive document. It forms one of a suite of documents informing the design, operation and management of the Park. These are:

- Park Design Guide
- Park Management Plan
- Biodiversity Action Plan
- Park Significance Study: Managing Change

The purpose of this document is to provide an overview of how we operate and manage Queen Elizabeth Olympic Park. This role goes far beyond that of simply managing a park. The Park is fundamental to the delivery of wider objectives relating to communities, education, skills and training, employment, attracting investment, climate change, biodiversity as well as five major London venues for hosting sports and entertainment. The PMP sets out how we co-ordinate and deliver these roles across the Park now and in the future.

“ **The PMP is the key document guiding the management and operation of Queen Elizabeth Olympic Park.** ”



A place for people, to explore and relax



Habitats, where wildlife that continues to find new homes



Mobile Gardens, a place for community participation

VISION

Queen Elizabeth Olympic Park is the heart of the London 2012 Legacy in East London.

The LLDC Vision and Mission Statement clearly define the purpose and wider significance of the Park

Vision

Creating a dynamic new metropolitan centre for London.

Mission

To use the opportunity of the London 2012 Games and the creation of Queen Elizabeth Olympic Park to change the lives of people in east London and drive growth and investment in London and the UK, by developing an inspiring and innovative place where people want - and can afford - to live, work and visit.

The Vision for the management of Queen Elizabeth Olympic Park, as described in the PMP is:

To take forward the legacy of landscape design and horticultural excellence, beauty and quality, community participation, sustainability and nature conservation created for Games time. The energy of the Games Makers, one of the enduring successes of the Olympics, will be continued through 'Park Champions', representing all those involved and engaged in the management of and activities in Queen Elizabeth Olympic Park.



South Plaza, a place for horticultural excellence

Our Commitment

Through the operation and management of the Park we will:

- ensure that the Park meets the dual needs of a local park for local communities and an iconic national and international destination
- continue the legacy of horticultural excellence
- conserve and enhance the biodiversity of the waterways and parklands
- provide an exemplar in sustainable parks and open spaces management
- contribute to and enhance the wider green infrastructure network across the capital and provide a model for the delivery of ecosystem services
- ensure that opportunities are provided for all individuals to benefit through enjoyment, relaxation, employment, activities, sport, learning and training
- ensure the Park is safe and accessible for all



Park Champions Mobility Service, improving accessibility



The 2012 Gardens in the South Park, retained from Games time



The Great Get Together,
North Park Lawns

AN EVER CHANGING LANDSCAPE

The parklands created for the 2012 Games combined a strong, permanent landscape infrastructure with temporary herbaceous plantings of dramatic colour and beauty, designed and managed to be at their peak during Games time.

Queen Elizabeth Olympic Park can be broadly divided into three principal character areas - the North Park, South Park and Canal Park. From 2012 to 2014 the parklands underwent a period of transformation from Games time park to public park.

The North Park has a strong semi natural character, a landscape set within a broad valley created along the River Lea. It is a landscape of woodlands, ponds and wetlands, reedbeds, meadows, swales and grasslands. The river valley parkland of the North Park creates a dramatic, varied and ecologically rich landscape. The majority of the North Park dates from 2012. The most significant addition to the North Park post 2012 was the creation of the Tumbling Bay Play Area and the Timber Lodge, a community facility and restaurant.

The South Park, by contrast, builds on London's great tradition of pleasure gardens and provides

a destination park of unusual, distinctive and beautiful settings with landscape spaces for markets, festivals, events, sports and play, rides, games and a variety of physical attractions. Large parts of the South Park were given over to hardstanding during the 2012 Games. Following the Games the central axis of the South Park was re-designed as a series of animated spaces or rooms linked by the herbaceous ribbon which flows the length of the Tessa Jowell Boulevard. The 2012 and Great British Gardens were retained from Games time.



North Park habitats, autumn time



Canal Park, distinctive character area



North Park, summer time

Canal Park was created and opened in 2016, a continuous green corridor on the western edge of the main parklands, it is designed to provide a transition between rustic canal landscape and wilder industrial context; ecological patchiness with the vision of the picturesque.

Queen Elizabeth Olympic Park continues to be a landscape in transition. Temporary uses are being replaced by permanent developments.

Parts of the Park such as the north west lawns are now coming forward as planned development platforms. East Bank and the South Events Lawn will provide homes for the V&A, UCL East and Sadler's Wells East. Chobham Manor and East Village are the first residential areas to come forward.



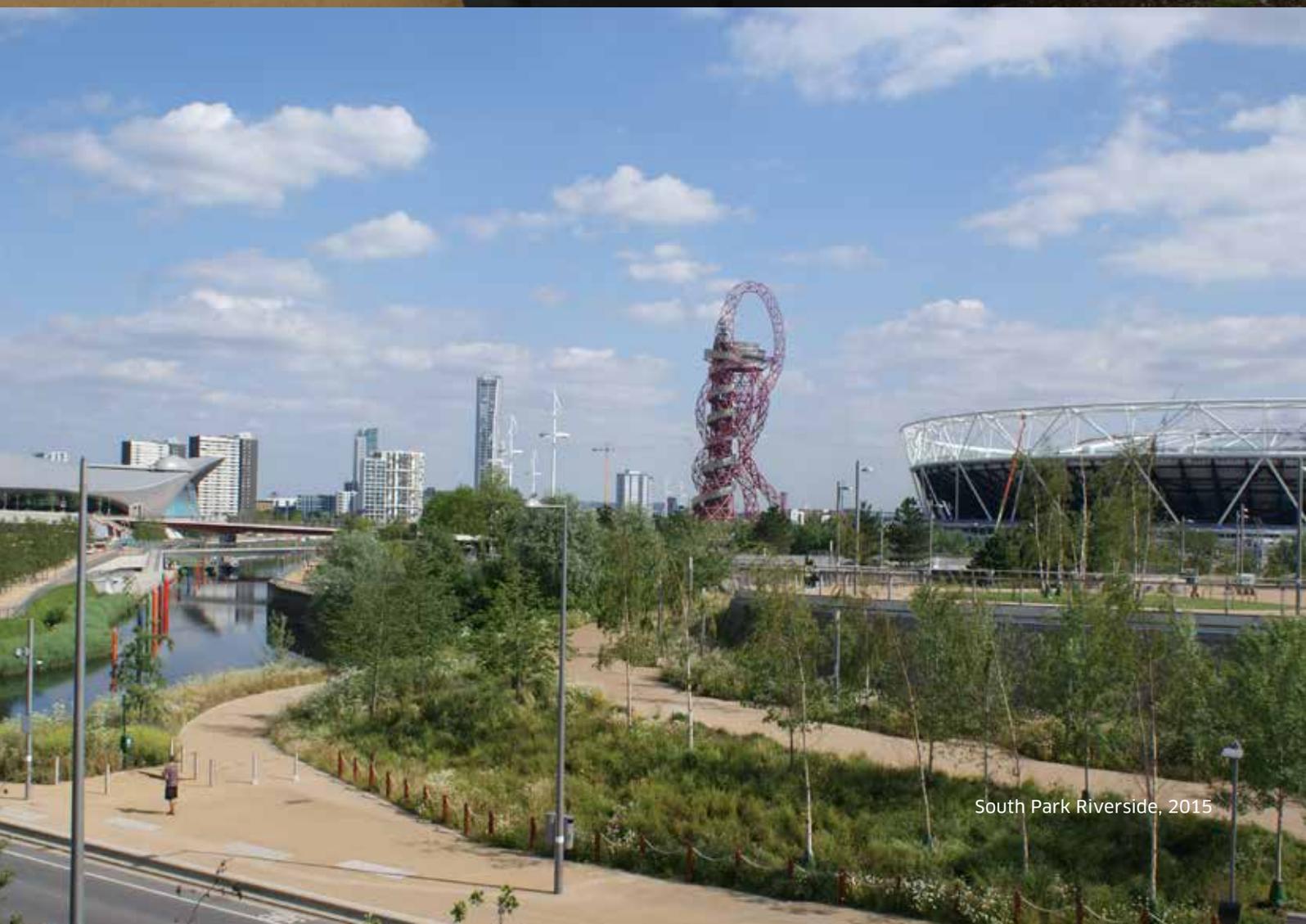
South Park, 2012



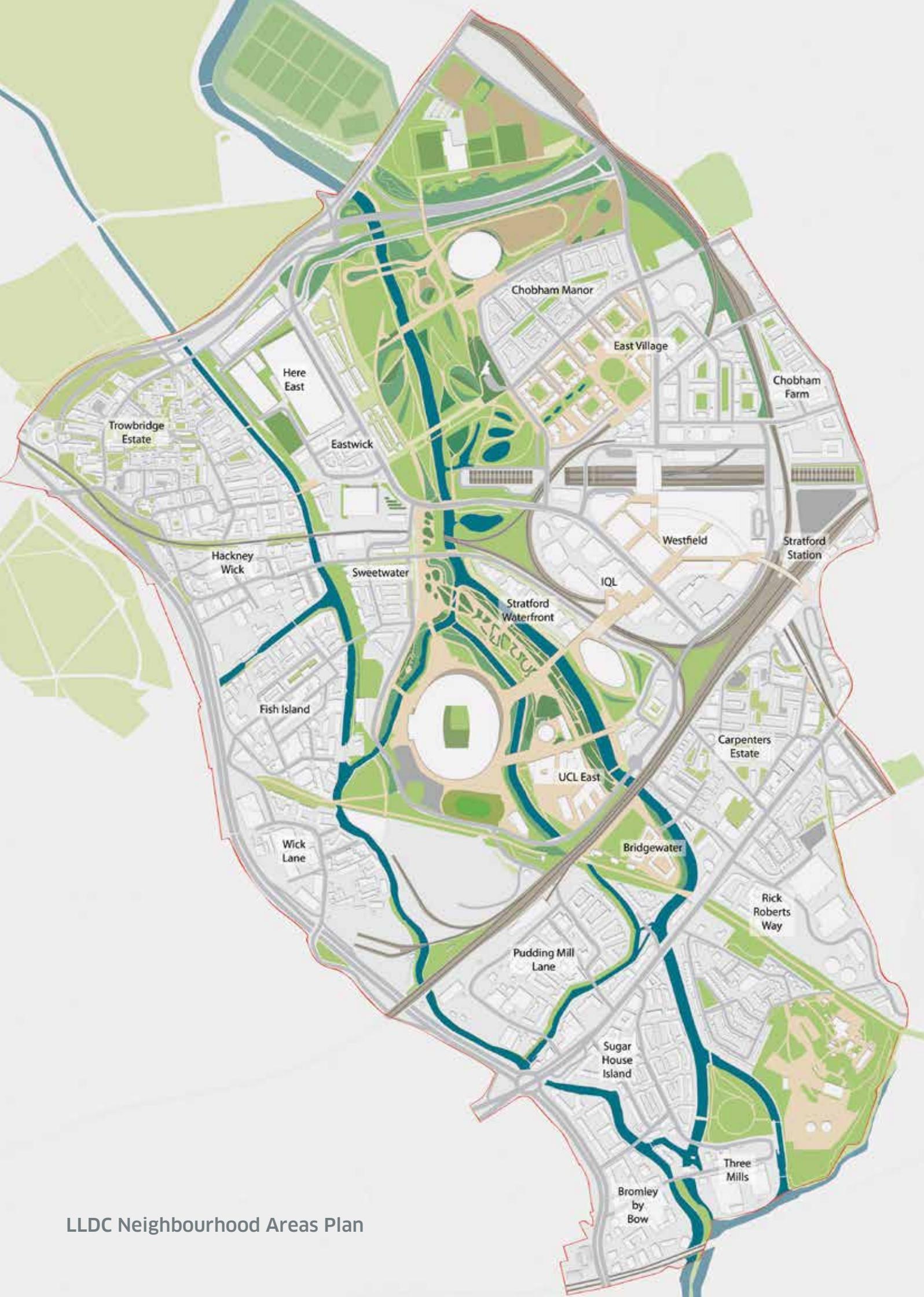
South Park, 2019



South Park Riverside, 2012



South Park Riverside, 2015



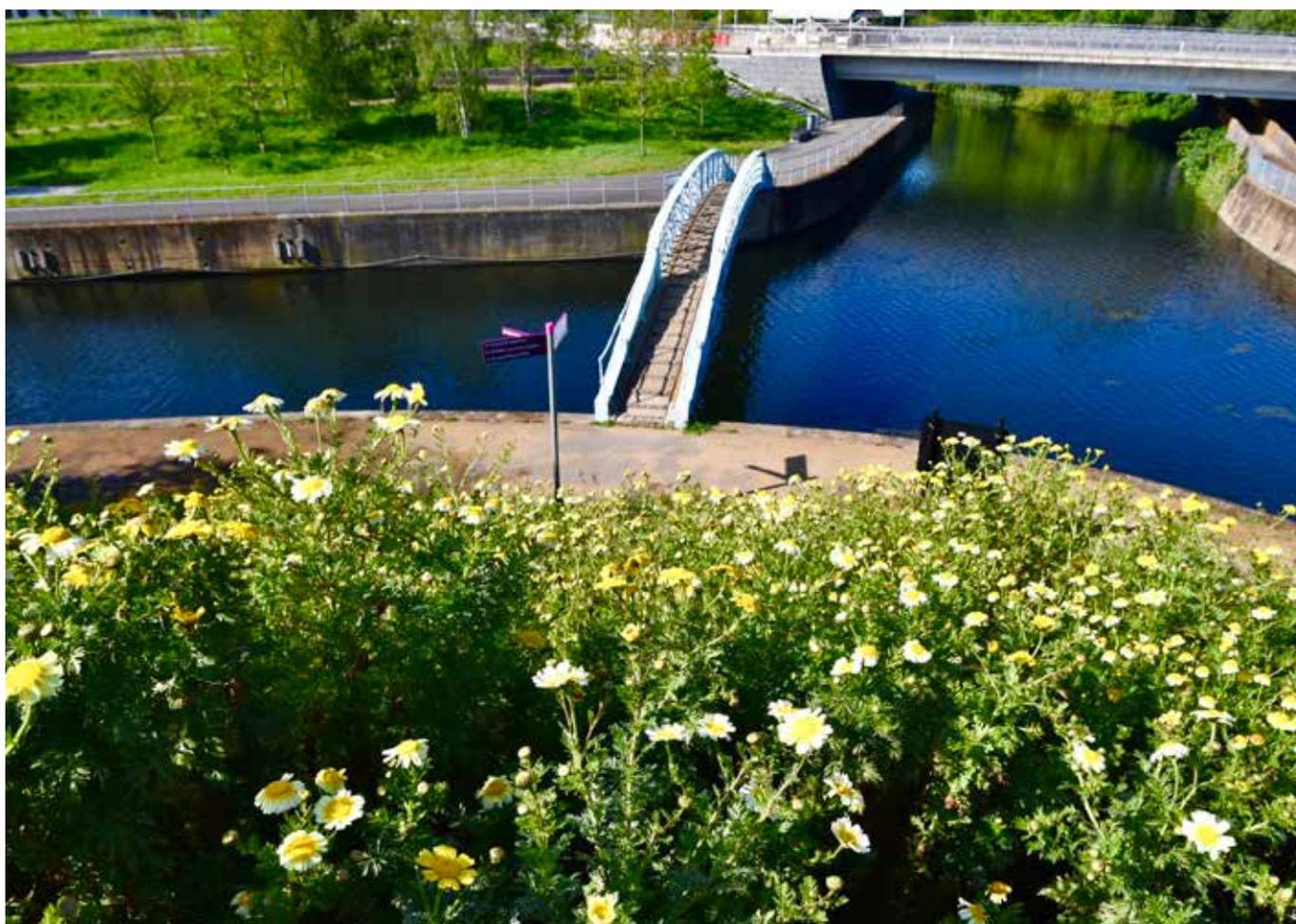
DEFINING THE PARK WITHIN THE ESTATE

The Estate under the stewardship of LLDC, encompassing the development areas and venues, extends to a total area of approximately 226 hectares or 560 acres.

The parklands, defined principally by the North and South Park and Canal Park, extend to an area of around 100 hectares or 250 acres.

The Park Management Plan focuses on the 100 hectare parklands, but LLDC has an important role in influencing and enforcing design, sustainability and management standards in the emerging developments within the Estate

and the LLDC planning boundary. The policies, standards and commitments made by LLDC apply equally to both the parklands under the direct stewardship of LLDC and the neighbouring residential, business and arts districts. LLDC is charged with ensuring that the parklands flow seamlessly into these new districts, such that the visitor is unaware of a change in ownership or stewardship across the Park.



Carpenters Lock waterways, managed with Canal and River Trust



2012 Gardens, 2019, a mosaic of green foliage



2012 Gardens, Europe section

THE PARKLANDS

No landscape is static; they are dynamic and ever changing.

Landscapes, and the diversity of plants and animals they support, reflect short term change such as seasonality and provide one of the strongest indicators of longer term trends such as climate change. Queen Elizabeth Olympic Park contains a huge diversity of plants and planting styles from herbaceous perennials to wildflower meadows and formal lawns, native woodlands, swales, ponds, wetlands, rivers, canals and reedbeds, green walls and an estimated 13,000 trees. Whilst the majority of the parklands were designed and created, they reflect semi natural habitats. The management and maintenance of these features require specific skills and understanding and this influences how the Park will look next year or in twenty or thirty years time. Management needs to be adapted to

both the evolving landscape and the changing demands on the Park, for instance for events or simply the increasing numbers of people who want to visit the Park. The approach we have adopted to management also provides opportunities for local people to become more closely involved in how the Park is operated and managed.

The Biodiversity Action Plan informs how we manage to enhance wildlife habitat.

The Park is known to support in excess of 60 bird species and 250 species of insects.

We monitor how what we do affects wildlife, both positively and negatively, and look to adapt our operation and management to minimise negative effects and enhance wildlife diversity across the Park.



Ecological areas, a place for education and exploration



Tessa Jowell Boulevard, beautifully lit at night

WHAT IS THE PARK MANAGEMENT PLAN?

The Park Management Plan (PMP) describes:

- the vision and management strategy for Queen Elizabeth Olympic Park
- the governance and park management structures and relationships with partner organisations and stakeholders
- how LLDC Priority Themes and policies will be delivered through the operation and management of the Park
- the mechanisms, opportunities and roles for community participation in the Park through education, activities, volunteering and events, principally through 'Our Parklife', a Community Interest Company (CIC)
- the mechanisms for the delivery of park maintenance and operation services through the Estate Facilities Management (EFM) Contract
- the delivery and management of targets relating to open space and the Park Biodiversity Action Plan (BAP)
- requirements, standards, performance indicators and monitoring procedures for park management and maintenance
- monitoring and review of the Park Management Plan and targets

The PMP is a technical document, largely written for those directly involved in the operation and management of the Park. It also addresses the national, regional and local policy context within which the Park operates and how the Park enables the delivery of events programmes, meets targets and commitments, for instance on sustainability and sets out the responsibilities of those organisations involved in the Park. With the Design Guide and BAP, the PMP also sets the bench mark to ensure that any new initiative, change, replacement or repair works are consistent with the standards, materials and design quality across the Park.

Since the first issue in 2014 the PMP has been subject to constant review and update. A key

commitment from LLDC was to achieve Green Flag status for Park. This was first achieved in 2016 and has been held every year since. The PMP is perhaps the core document reviewed by those judging the Park each year.

“ In addition to Green Flag the Park has won over sixty awards and is the first park to win the ‘Secured by Design’ award. ”

Secure by Design is normally awarded to buildings which provide safe places to live, work, shop and visit.

The PMP won a Landscape Institute Award for excellence in 2016.



Green Flag Award Judging, 2019



Banks leading down to canal, South Park



Lee Valley Regional Park

Wick Field

Here East

North Park

Victory Park

Water Glades

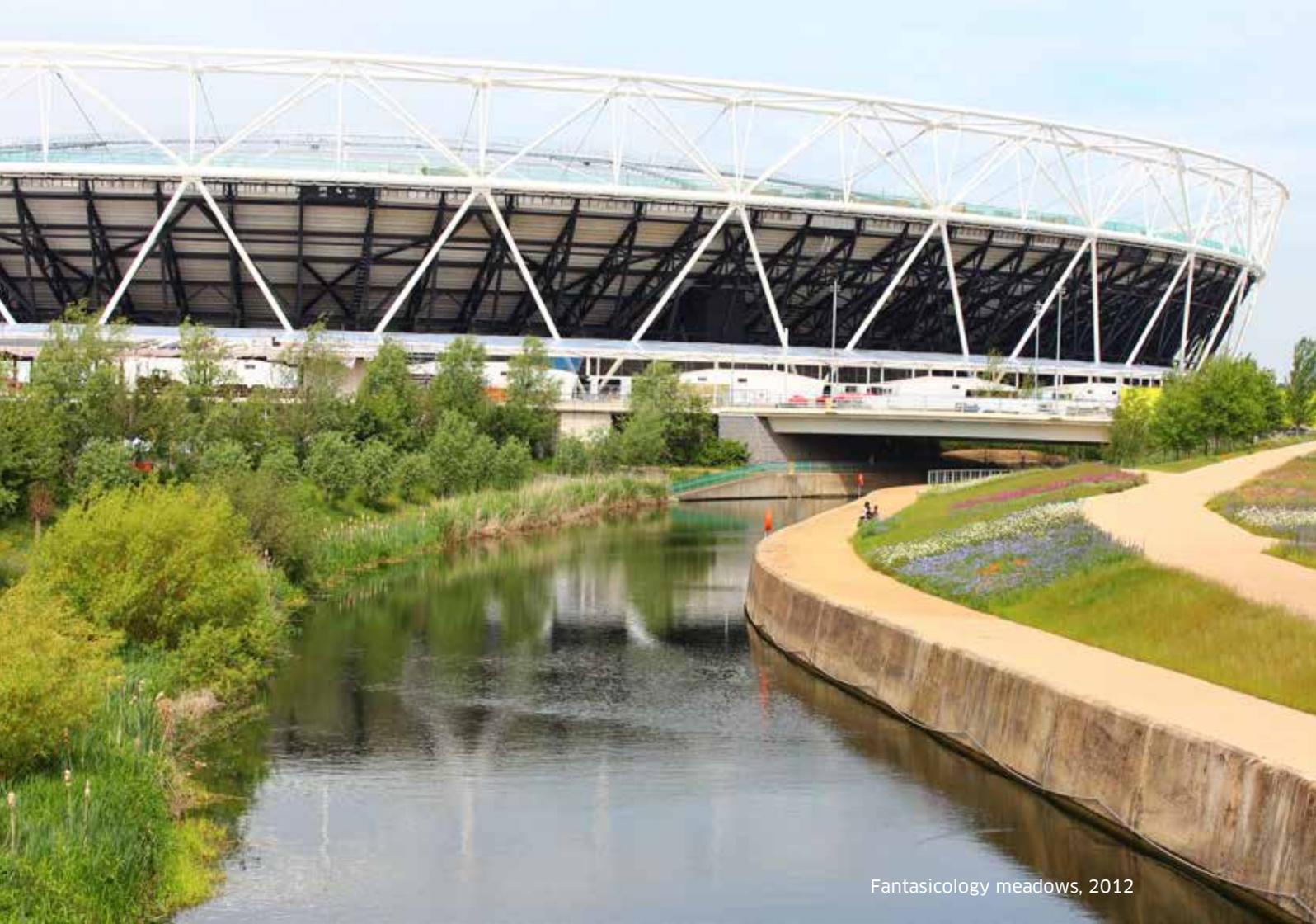
Westfield

Canal Park

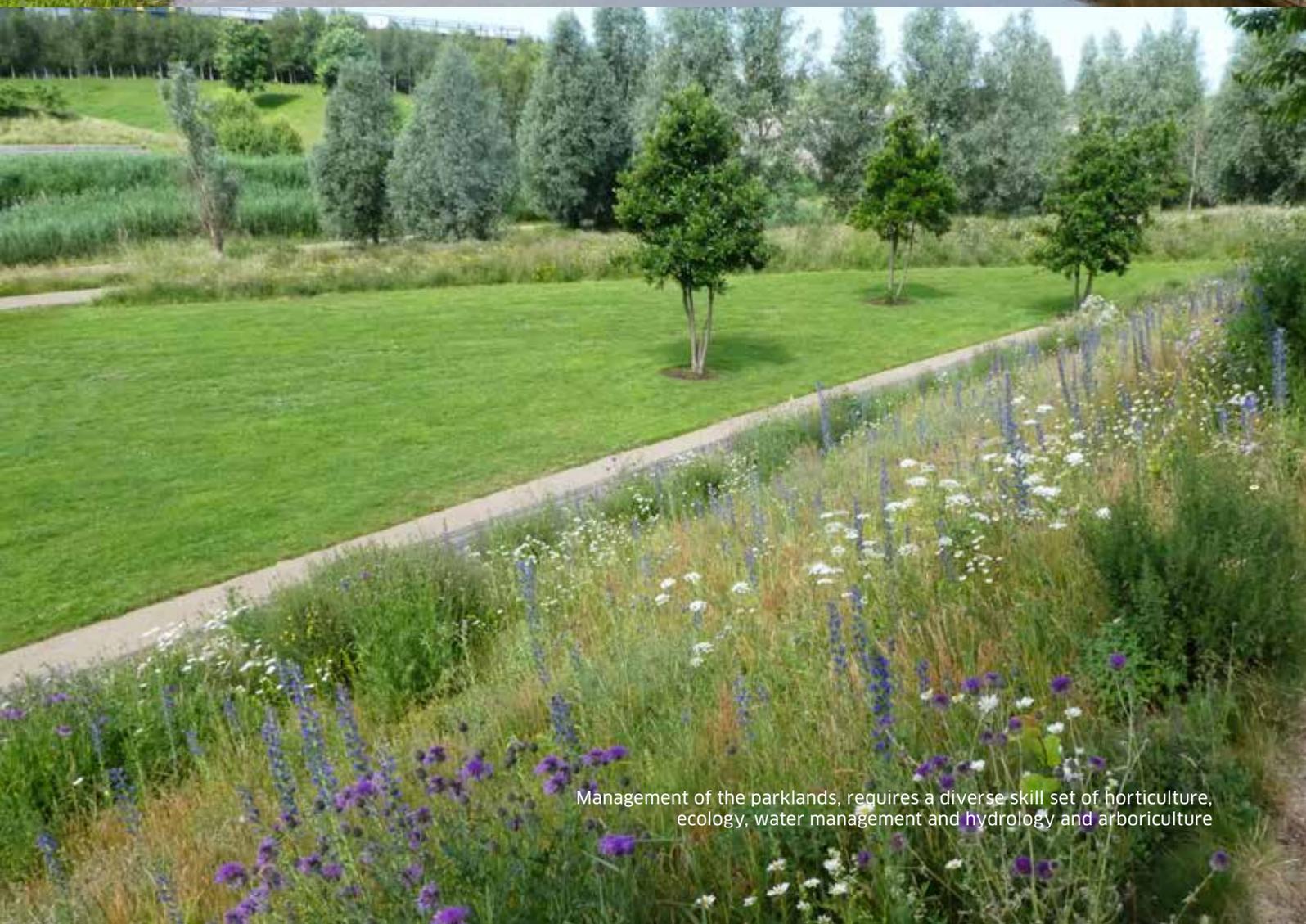
South Park

Bridgewater Allotments

Park Management Plan area
Local Green Spaces and Parks



Fantasicology meadows, 2012



Management of the parklands, requires a diverse skill set of horticulture, ecology, water management and hydrology and arboriculture



High impact planting, showing horticultural excellence through sustainable landscape management

DELIVERING PARK MANAGEMENT AND OPERATIONS

LLDC is the principal organisation with responsibility for the operation and management of the Park. All of the parklands are the direct responsibility of LLDC with the exception of:

- The Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre in the north east of the park which are operated and managed by the Lea Valley Regional Park Authority;
- The Canal and River Trust retain ownership and responsibility for the River Lea Navigation.

Ultimate responsibility for the governance and stewardship of Queen Elizabeth Olympic Park rests with the LLDC Board and Executive Management Team. Sitting below this governance organisation is a complex structure of LLDC teams and departments, contractors, venue operators, development partners, stakeholders and community and resident organisations all with a vested interest in the Park. The Park spans four London Boroughs (Hackney, Newham, Tower Hamlets and Waltham Forest). Targets and standard are monitored by Central Government Agencies such as the Environment Agency and Natural England.

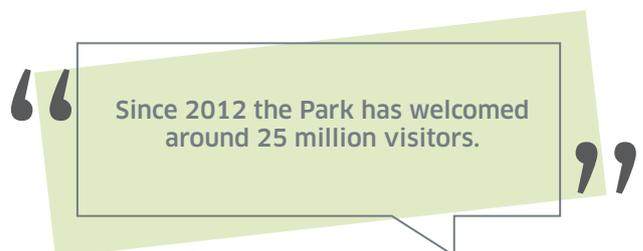
Operation and management across the Park is undertaken by an appointed facilities management contractor, on behalf of LLDC. The current contract, which runs to 2023, is held by ENGIE Ltd. Management and maintenance of the parklands is undertaken by idverde a specialist landscape and environmental contractor.

As well as undertaking maintenance, idverde are also responsible for the preparation of the Biodiversity Action Plan and the ongoing monitoring of species and habitats and other issues such as pests and diseases. A dedicated Park Ecologist, employed by idverde, is responsible for implementation of the BAP and also provides an education support role. Tree condition surveys are carried out every two years. An annual review of planting across the Park is carried out by the original consultant

design team, landscape management advisors and the LLDC and idverde park management teams. All of these surveys and reviews inform how the parklands are managed and maintained. Management prescriptions in the PMP, which describe design intentions, management objectives and maintenance operations are regularly updated in line with these surveys and reviews.

Co-ordinating Park Operation and Management

The term 'all things to all people' could have been written for Queen Elizabeth Olympic Park.



Independent research has identified that these visitors come to the Park for a whole host of reasons; to visit and enjoy the Park, to attend events in the park or at the venues, to engage in sport, as part of organised visits, during lunch breaks from work or travelling to work. Understanding the numbers, profile and reasons why people visit the Park is an important driver in how the Park is operated and managed.

Park Operational and Management Teams, the EFM Contractors and Security Teams are based in the Park. This enables a rapid and free flow of information between these teams on a daily basis.



Tessa Jowell Boulevard



North Park spectator lawns

EVENTS AND ACTIVITIES

Events and activities can range from a major music event attracting up to 80,000 people to family fun days and walks and talks around the Park.

The Park hosts West Ham United in the London Stadium and the Copper Box Arena is home to the London Lions and London Titans Wheelchair basketball clubs, the London Pulse netball team and the London Great Danes Handball Club. International and national athletics, basketball, netball, hockey, cycling, swimming, diving and hockey fixtures are regularly held in the venues. Events provide a significant amount of income to LLDC and the Park and are an important aspect to the creation of a sustainable financial strategy.

Ensuring the smooth running of the event and the safety and security of those attending, whilst also minimising the impact on other park users and the landscape requires co-ordination and careful planning and management.

LLDC holds an Events Licence which sets out the scale, type and how many events can be held in the Park each year. Visitor Services and Events Management Teams work with the venues and events organisers to plan and co-ordinate events in accordance with the Events Licence. Events organisers are required to submit applications supported by an Events Management Plan to describe how each event will be planned, operated and managed. These plans are reviewed by LLDC Operations and Security Teams in association with the local Boroughs, transport providers, local Police and other organisations, such as Westfield which may be affected. All Events Management Plans must describe how each event will be managed, in order to minimise impacts, and require a commitment to remedy any damage to the Park.



Local school children, enjoying learning



**ALL VISITORS MUST FOLLOW
SOCIAL DISTANCING GUIDELINES**



QUEEN
ELIZABETH
OLYMPIC PARK

Responsive to Covid-19 Pandemic, 2020



Maintaining the green infrastructure, only part of the story

ENSURING VISITOR SAFETY

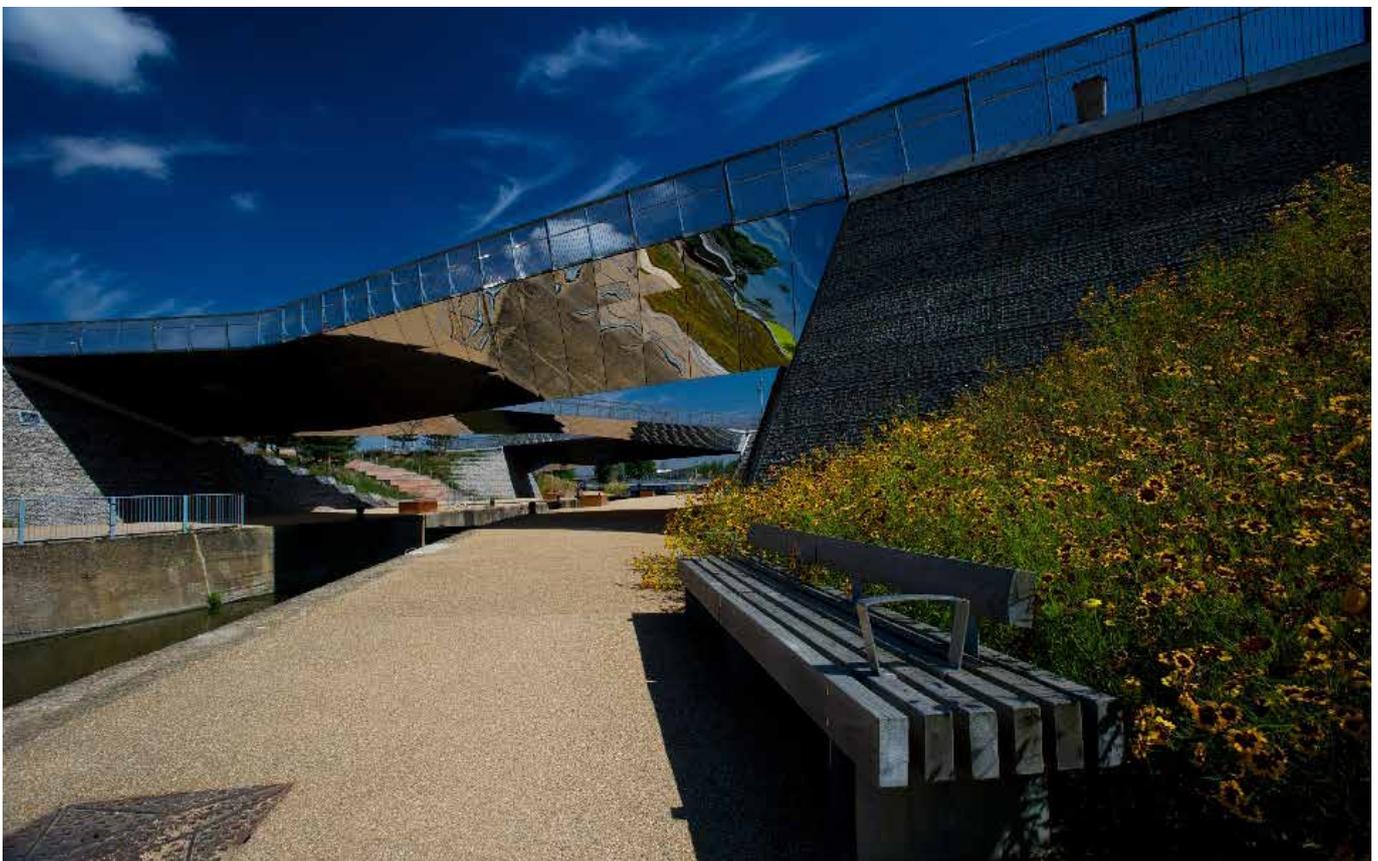
The LLDC Park Security Team is based in the Park. This team provides 24/7 cover with an emphasis on providing a public facing role, re-assuring visitors, rather than enforcement. Despite the high numbers of visitors, crime in the Park remains at a relatively low level. Around 6 million recorded visits in 2018; only about 300 complaints were received.

Identifying potential hotspots for anti social behaviour is key. WiFi Hotspots have proved one such issue. One approach adopted to reduce this risk has been to turn the WiFi off after 10 pm.

Maintaining the 'Secured by Design' status can lead to a conflict with landscape management objectives, for instance, requests to cut back or

remove trees which might restrict sight lines from CCTV cameras. Park Security works closely with the Park Management Team in finding solutions which meet both needs.

There is an understanding that as the resident population around the Park increases, the risk of increased crime levels also rises. The team also engages with local residents groups and leads a Safety Advisory Group relating to new development. This approach has enabled the number and nature of incidents to remain low across the Estate.



Diamond bridge, Carpenter's Lock



Mandeville Place orientation panel, helping people enjoy the Park



Park Security, monitoring site day and night

INFLUENCING CHANGE

The land around the Park has already undergone substantial change and over the next ten years this transition will continue as a host of residential, commercial and business, educational, arts and cultural projects come forward.

“ LLDC as planning authority for the ‘Great Estate’, has direct influence and control over the masterplanning, design and construction of new development. ”

Standards, policies and commitments set out in the LLDC policy and strategy documents apply to the parklands, venues and all planned development. Landscape and Public Realm, Park Operations, Sustainability and Security officers within LLDC comment on all proposals with a view to ensuring delivery across the whole Estate.

LLDC is also leading in defining the character of the emerging districts around the Park with the publication of a Characterisation Study which describes the distinctive features and characteristics of each district with regard to built form, landscape and public realm.

New residents will feel perhaps a stronger affiliation to the Park than occasional visitors. As residential districts are created and occupied LLDC has helped set up and is actively involved in local residents groups (such as Park Panel and Legacy Youth Voice). This role can be critical in understanding social change which can, on occasion, contribute to anti social behaviour in the Park. Working with emerging local communities is acknowledged as being far more effective than policing and enforcement.



Consultation is a key role, covering all aspects of the operation and management of the Estate



Corporate volunteering days

OUR PARK MANAGEMENT TEAM

The day to day management of the Park and responsibility for implementation of the PMP rests with the LLDC Park Manager. Change within the Park is informed and managed through cross departmental engagement in planning, design, visitor services, security, events, operation and management and stakeholder consultation.

The Park Manager works with the EFM Contractor (ENGIE Ltd) and their appointed landscape contractor (idverde) in implementation of park operation and management.

The terms of appointment for the EFM Contractor requires them to meet the following targets:

- 175 jobs to be created with 85% for host Borough residents (150 jobs)
- targets for employment created to be filled by those with disabilities (7%), women (42%) or from a black and minority ethnic background (BAME) (35%)
- every employee to be paid London Living Wage as a minimum

- over 1,000 volunteering opportunities to be created per annum
- 50 apprenticeship spaces to be created throughout the contract with 80% moving to long-term employment
- 80% of available supply contracts to be taken by small and medium sized enterprises (SMEs), with 25 person days training provided

This emphasis on the creation of a representative and diverse, locally based work force with a strong emphasis on skills and training underpins the work ethic and the make up of those working in the Park. The EFM Landscape Contractor is also required to provide specialist senior posts including a Head Gardener, Ecologist and Waterways Officer. These officers are regularly involved in educational visits and providing support to community projects.



Managing the Frog Ponds, North Park



Annual Park Review, 2018



Regular conservation volunteers



Meadow banks, enhanced with corporate volunteers

OUR PARK COMMUNITY

Our Parklife CIC is the Park's community interest company launched in 2014. The founding partners are ENGIE, idverde, Groundwork London and Renaisi. The aims of the CIC are to work closely with the LLDC and its founding partners to ensure that local people feel connected to the Park and benefit from opportunities to volunteer, work and gain new skills.

There is now undeniable evidence of the social value created through this initiative. Not only are there clear benefits to people's well-being and physical and mental health but this also translates to significant financial savings, in particular to our health services. In a survey conducted with the Park Champions volunteers at the end of 2019, 74% of the volunteers admitted that their well-being had improved "by doing something worthwhile", and 74% "by being in a natural environment", 59% by simply having the opportunity to socialise and 58% by "improving their confidence and skills".

The creation of 'Park Champions' took forward the extraordinary success of the 'Games Makers' volunteer programme created for the 2012 Olympic and Paralympic Games. With over 900 Park Champions registered, Our Parklife now has a pool of volunteers from diverse age, cultural and social backgrounds. This is one of the largest volunteer pools associated with any park in the country. In 2019, records for involvement show that over 180 Park Champions regularly engaged in activities. The impact of Our Parklife is reflected in statistics with over 16,800 volunteer hours delivered in 2019.

Our Parklife manages and operates the Park's Information Point and the Park Mobility Services with the support of the Park Champion Volunteers and leads on a host of educational and careers visits. The 'Games Maker' role has evolved to one of providing support to venues and other organisers in ensuring the safe operation and management of events in the Park. Park Champions add to the visitor experience by providing a warm welcome, useful advice and information, directions and assistance to all those who need it.

Our Parklife also provides an important support role to the EFM Contractor in the delivery of training and skills and employment opportunities in the Park. Our Parklife has played a key role in securing and supporting apprenticeships, internships and work placements and pre-employment training.

The Mobile Garden City project was launched in 2015 and created a temporary community garden on the Park's development platforms aiming to activate and make use of spaces for community benefit before they are developed. The garden provides local people with the opportunity to grow, learn and relax.



Park Champions, wildlife volunteering



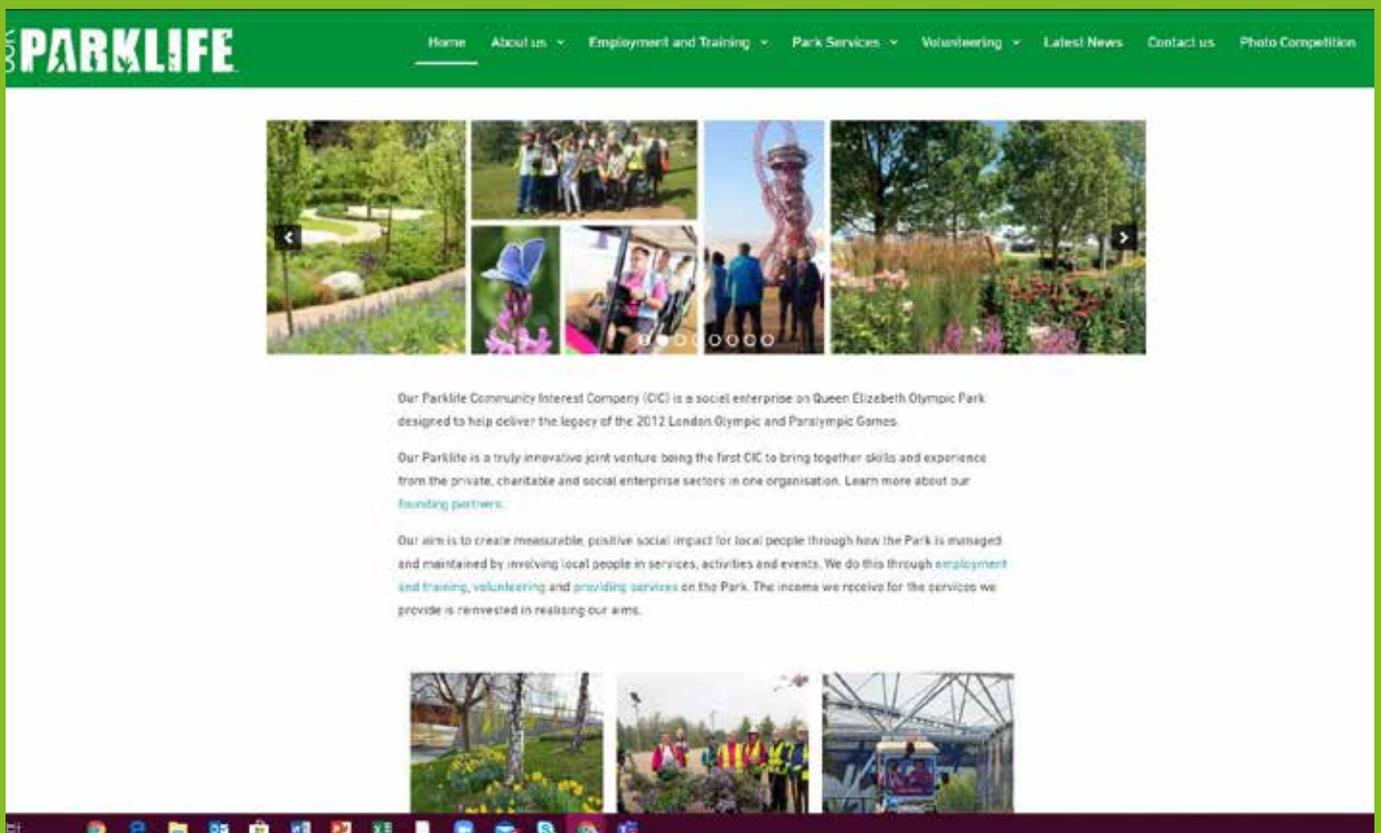
Park information point, Park Champion volunteers



Past events, Eco-Marathon



Queen Elizabeth Olympic Park, website homepage



Our Parklife, website homepage

PROMOTING OUR PARK

The Queen Elizabeth Olympic Park website www.queenelizabetholympicpark.co.uk/ provides the principal reference point for those wishing to visit or learn more about the Park, attend events and learn about volunteering and employment opportunities. The website is a public facing site with the home page leading on things to do and attend when visiting the Park. Latest news, community engagement and how the Park is changing are also prominent on the home page. The home page provides links to all of the Park venues and specific events.

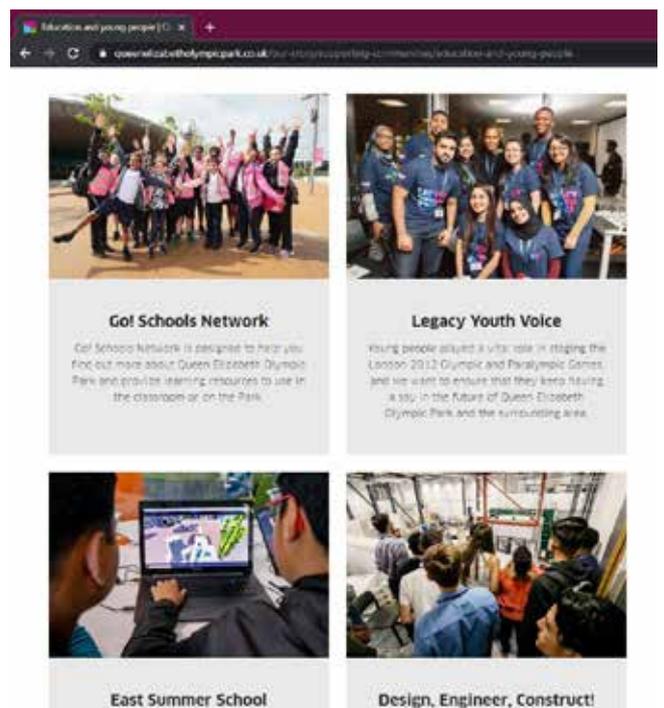
Links are also provided to planning registers and advice on planning submissions, events application forms and LLDC publications, including annual reports and policy documents and terms of reference for LLDC and its governance.

The website therefore combines the promotion of the Park with a functional, informative role linked to community engagement, employment opportunities, planning and events, and offers a resource for professionals and members of the public wishing to learn more about the Park and how it was created.

LLDC has dedicated Visitor Services and Events teams, which work with the venues and events organisers and also provide a lead role in identifying opportunities to attract major events to the Park.

“ LLDC and Our Parklife are also active in the wider community working beyond the Park boundaries to promote and encourage local engagement in the Park. ”

Independent site and telephone surveys are undertaken quarterly. These analyse visitor profile, reason for visit and the quality of the visitor experience. Customer satisfaction levels relating to the Park and how it is managed remain high with over 90% of responses identifying maintenance of the Park, litter and cleanliness and personal safety as very good. The findings of these surveys continue to be monitored and feed into the operation and management of the Park.



Participation opportunities, promoted on Queen Elizabeth Olympic Park Website



East Bank Summer School, BBC sound recording session



Future mobility, providing access to the Park

A PARK FOR THE FUTURE

The application of technology and innovation has been at the heart of the Park since construction for 2012.

All change, operation and management across the Park is guided by commitments to minimise the carbon footprint leading to innovation in building and open space design, energy, water and waste management, lighting and park management.

Smart Park is a partnership with Intel which utilises digital technology across the Park to support the development of the Park and improve visitor experience. Sensors monitor microclimate, air quality and visitor movements across the Park. Sensory technology is also being used to assess the effects of activities such as night events on bat activity. Many of these interventions have been developed by and are operated in partnership with the technology providers to monitor value and success.

There is free WiFi across the whole of the Park enabling the deployment of mobile enabled website to provide orientation, information and interpretation.

LLDC is developing a Smart District Data Infrastructure (SDDI) which will enable all data collected to be analysed in order to improve decision making and reaction times when issues arise and also to help plan future improvements scheme deploys electric-only technologies. The Park is currently trialling the use of driverless autonomous vehicles to transport visitors around the Park. Electric vehicles and equipment and remote technologies, such as robotic mowers, are deployed in all aspects of park maintenance. Technologies such as Foamstream are also being deployed in order to reduce the reliance on chemicals for the control of weeds.

In all cases the benefits of technological innovation are balanced against the possible negative effects on public enjoyment of the Park and also the potential concerns over personal security and data.



Park Wifi accessible across the Park, mobile enabled website content



Living roof at Here East, contributing to the Biodiversity Action Plan

A SUSTAINABLE PARK

The commitment to sustainability runs across all aspects of the operation and management of the Park, corporate activities (offices and venues), new development and events. The commitments set out in the LLDC Sustainability Guide, published in 2012, apply to all aspects of the Park.

“ Sustainability has underpinned all aspects of the design, construction and management of the Park. ”

New approaches and technologies are being trialled, whilst in some cases traditional methods such as cultivation and hand pulling of weeds are being deployed.

Prior to the 2012 Games the land within the Park suffered from high levels of physical,

chemical and biological contamination. All soils across the Park were manufactured to suit different locations and proposed planting. For instance soils with higher moisture retention were used in wetland areas whilst less fertile soils were used in the creation of flowering meadows.

Much of the planting was designed to be drought tolerant with a low reliance on irrigation. The use and need for irrigation continues to decline as planting matures.

Materials used in construction and surfacing and furniture are sustainably sourced.

All green waste is recycled through the local Borough waste management schemes. Space within the Park is at a premium but opportunities to recycle more material on site are being explored.

Electric vehicles and non carbon fuel powered equipment is in use in all aspects of park management.



Autonomous vehicles, trialled in the Park



Paths and surfaces kept clear from weeds without using chemical control

The use of chemicals is progressively being reduced and these are only used to control pernicious weeds or pests which provide a potential hazard to human health. The use of Foamstream is being trialled in order to reduce the use of chemicals to control weeds on hard surfaces whilst in other cases invasive weeds such as Himalayan Balsam are being controlled by hand pulling. Biological controls such as nematodes (microscopic worms) are also used to control pests such as slugs.

Planting throughout the Park contributes to resilience to climate change and enhances the biodiversity of our city. Large parts of the North Park are designed to absorb flood waters which would otherwise present flood risk to neighbouring residential and business districts.

All events are required to submit sustainability statements as part of licence applications.

A Sustainable Future

The location and masterplanning of the Park promotes walking and cycling or use of the Park mobility scheme to travel around the Park. There is almost no parking available, encouraging the use of public transport when travelling to the Park.

All new buildings are constructed to the highest sustainable standards, with minimal emissions. Living roofs and walls are a feature of many buildings and structures. Full life cycle costs are calculated to ensure buildings are sustainable, functional and in keeping with the landscape.

All rubbish and waste on the Park is sorted and over 95% recycled. The objective by 2030 is to reduce waste going to landfill to zero.

Green roofs are being constructed across the Park creating valuable habitat for species such as Black Redstart. Meadow species choices have been made to reduce reliance on irrigation.

The London Aquatics Centre combines water efficiency and filter backwash recycling is expected to achieve a potable water saving of 32 per cent over the building's 25-year lifespan.

A PLACE FOR... Play

“ Play is part of the landscape of the Park. ”

The emphasis is on encouraging innovation in play rather than a reliance on traditional play equipment.

The Tumbling Bay play area in the North Park features rock pools, sand pits, tall treehouses, and wobbly bridges, as well as slides and swings all set within a natural landscape and landform which reflects the character of the North Park. The design reflects the history of the site and is inclusive with opportunities for all ages and abilities.

Play elements such as the climbing wall, basket swings, sandpit and domed climbing balls are set within the Promenade Gardens of the South Park. One of the most popular features during the summer months are the Waterworks Fountains; a labyrinth of 195 playful waterjets, which can be lit at night. When in operation the fountains provide a magnet for visitors. During large events the fountains can be turned off to enable a free flow of people to the London Stadium and other venues.

There are playful elements throughout Canal Park such as the mound slide and naturalistic design including swales, which encourage natural play.

There is also outdoor gym equipment located in the South Park.



South Plaza, play area integrated into the landscape



Water Labyrinth, South Plaza water fountains



Tumbling Bay, play area



Great British Garden, wildlife pond



Kestrel, taking directions

A PLACE FOR... Wildlife

The Park contains a diverse range of habitats and the gradual colonisation by a host of plants and animals has been one of the great success stories of the Park.

Over sixty bird species have been recorded in the Park including rare and nationally protected species such as black redstarts and kingfishers. Habitats have been created to encourage re-colonisation of the river corridors by species such as water voles and otters. In parallel with measures to protect, conserve and enhance species and habitats, there is great emphasis on public engagement in the conservation programme, to inspire the next generation.

The Park Biodiversity Action Plan (BAP) describes in depth the approach to conservation and management for wildlife. It describes actions to create a range of habitats which will provide suitable conditions for potential colonisation by key target species. Monitoring the presence of these target species provides a measure of the success of measures to enhance wildlife habitat.

Interactive projects such as the collaboration with University College London (UCL) to use electronic sensors monitoring bat activity enables real time monitoring of wildlife in the Park.



Brown Argus Butterfly



Community gardening, planting activities



Mobile Garden, food growing sessions

A PLACE FOR... Education

Education linked to activities and enjoyment combined with more formal skills and training runs across all aspects of the Park.

The 'Go Schools' Network provides a learning resource for schools visiting the Park, which can then be taken back to the classroom. Our Parklife plays a valued role in providing support to schools and other groups seeking to undertake educational events in the Park. The Park is seen as an exemplar in landscape design and horticulture which attracts students from around the world.

There are now three schools located within the Estate with Loughborough University, UAL (London College of Fashion) and UCL East establishing campuses here. Sadler's Wells, BBC and the V&A as part of East Bank will provide a major arts and cultural centre in the Park.

Corporate volunteer days enable LLDC to work with businesses to help in managing the Park and also to provide an insight to those volunteering into how the Park is managed and maintained.



Self guided exploration activities



School groups, taking part in education days



Tessa Jowell Boulevard, a place to promenade

A PLACE FOR... Recreation

It is perhaps often overlooked that the Park also provides a place for quiet recreation and relaxation.

The value of parks and open spaces to mental and physical health and well being, in particular within our cities is now widely recognised. The majority of the Park is given over to quiet informal recreation and play. Organised sports are largely restricted to the venues.

The allotments at Pudding Lane have re-established these important local facilities. Food growing has also been promoted through the temporary Mobile Garden City initiative.

“

There is growing evidence that the Park is perceived locally as a safe place, a neutral area, where pressures and constraints, within communities do not necessarily apply.

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Understanding this and ensuring that the Park does not become a barrier to some communities for enjoyment is a delicate issue to be managed.



Timber Lodge, a place to meet, eat and drink



Piet Oudolf planting design, creates rooms on South Plaza

A PLACE FOR... Horticulture

The parklands continue to provide a beautiful, dynamic and diverse landscape which both delights visitors and influences the design and management of parks and open spaces in many towns and cities.

The herbaceous plantings which created such an impact in 2012 and continue to enthral visitors, have been re-created in numerous urban environments across the country from parks, to roof gardens and highway landscapes. The composition and character of these plantings is subject to monitoring and approaches to management and maintenance are adapted to ensure that the quality and beauty of the planting is maintained.

“ This management recognises that these are dynamic landscapes and the character and species composition is likely to change over time. ”

In many ways this is one of the more exciting and intriguing aspects associated with their management, requiring an understanding of the complex plant communities and how they interact with soils and changing climate.

The semi natural landscapes of the North Park demonstrate how wildlife and recreation can be accommodated within the environment of an urban park. The success of these plant communities and the animals they support are a reflection of the careful management of the habitats and monitoring of change in order to inform future management.



The changing face of the Great British Garden, from spring to summer



RUN sculpture, during 2012 Games by Monica Bonvicini



Cross and Cave, introduced after the Games, a Transition Project by Heather and Ivan Morison

A PLACE FOR... Art

“ Public Art was integral to the Olympic Parklands from the outset. ”

Many of the iconic artworks associated with the 2012 Games such as ‘Run’ located outside the Copper Box Arena, the ‘Steles’ in the Waterworks River and the ‘History Trees’ located at the principal entrances to the Park are permanently retained as part of Queen Elizabeth Olympic Park. Works such as the History Trees assist in orientation for visitors entering the Park.

Permanent and temporary artworks continue to be created and installed as part of the LLDC Art

in the Park Strategy. Many of these installations, such as the Inter Alia and Fantastic Factology are designed and created as part of local community projects. Temporary artworks are an important part of the changing experience for visitors across the Park. Artworks associated with the emerging districts add to the catalogue and diversity of installations within and around the Park. The Art in the Park Field Guide provides a description of all artworks in the Park and includes a trail around the Park.

The permanent sculptures are described in the PMP. The location and installation of each artwork is agreed with the Park Operations and Management Team. Routine maintenance such as cleansing of installations is carried out by the Park Contractors.



One Whirl, on a bridge over the River Lea by Martin Richman



Strategic view, Lee Valley VeloPark



Reminders of the Park's Olympic Heritage

A PLACE FOR... Heritage

The Olympic Parklands were created from a largely abandoned, contaminated industrial landscape.

There is a rich industrial heritage associated with the lower parts of the River Lea Valley. The River Lea navigation was an important transport conduit which served the industrial expansion of the Lower Lea Valley in the latter part of the 19th and early 20th century. The warehousing along the river, the locks, bridges and the canal itself are an important part of the industrial heritage of this part of London.

By the time of the proposed creation of Olympic Park much of this land had been given over to a largely unplanned mix of temporary light industrial uses including the infamous 'fridge mountain'. There was no structure or identity to this landscape and there was little or no access to the waterways which are now one of the defining features of the Park landscape. Havens of green such as the Manor Garden allotments provided small beacons of relief within this hostile landscape.

To talk of the heritage recognises the enormous changes which have occurred in the last ten years following the creation of the Park, enabling the re-discovery of the natural and landscape features such as the rivers and canals which define the local area within a dramatic man made landscape.

Strategic views along the waterways and through the landscape to the venues and other features such as artworks are a defining and carefully managed feature of the Park, providing reminders at each visit as to how the Park and

surrounding areas are changing. They are one of many ways in which the success or otherwise of how the Park is being managed can be measured.

The Park will continue to evolve at the heart of the 'Great Estate'.

“

The concept of the 'Great Estate' seeks to ensure that all new development, change and the long term stewardship of the Park adheres to the vision and underlying principles of legacy, sustainability, quality, climate change resilience and place making to provide real benefits for people.

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LLDC and others are compiling a library of images and other records and data which will enable this story to be told in the future.



The River Lea, flows through the heart of the Park



Water, to delight and enjoy

A PLACE FOR... Water

The Park spans a complex network of waterways within the lower valley of the River Lea.

The River Lea itself flows through the heart of the North Park and then splits around what is now known as Stadium Island at Carpenter's Lock. Waterworks River flows along the eastern edge of the South Park whilst the two remaining channels of the River Lea encircle Stadium Island. The River Lea Navigation Canal defines the western edge of the Park. The River Lea is tidal through the South Park.

This network of rivers and canals was largely unidentifiable to anyone visiting the area prior to the creation of the Park. The waterways also presented a strong barrier to east-west movement with few bridging points. The creation of the Park addressed both of these issues.

The North Park provides essential flooding capacity associated with predicted 1 in 100 year flooding events. This predicted role became reality in the winter of 2013/14 when large parts of the North Park were deliberately flooded in order to protect local homes and businesses.

The sustainable management of water is integral to the management and operation of the Park. No water from the Park drains to mains sewers. All runoff is directed through a series of open swales and reedbeds such that it is cleansed before flowing into the main watercourses. These swales and the network of ponds and wetlands provide valuable wildlife habitat. There is also a decreasing reliance on irrigation to sustain planting.



The River Lea, reedbed habitat



MONITORING AND REVIEW

The use, operation and management of the Park are subject to constant monitoring and review. Visitor and resident surveys provide data on whether the Park is serving the community and delivering a high quality visitor experience which people continue to enjoy. Digital technology helps inform measures of the Park performance in increasing resilience to climate change with focus on of air pollution and microclimate. LLDC and the park management teams are measured against standards and targets relating to the composition and make up of the works force, skills and training and community engagement through volunteering. Sustainability targets relating to energy, emissions, waste, water, use of chemicals, transport and a host of other measures associated with both the Park and the emerging districts are recorded and reported on in the annual Sustainability Report.

“The creation of Queen Elizabeth Olympic Park and the associated regeneration of the surrounding districts has been driven by place, identity and people.”

Endpiece

The Park Management Plan, along with the many other LLDC policy and strategy documents, has been an essential guiding tool to the protection of the capital investment in the Park and the landscape and ensuring the Park continues to provide an exemplar in sustainable estate management. The current iteration of the PMP will see the Park through to 2025. These next five years will see a period of further transition which will shape the long term governance and stewardship of the Park for the future, as the role of the LLDC is progressively diminished and handed on. The exact nature of this long term structure has yet to be decided. What is clear is that in order to both deliver on the Vision for Queen Elizabeth Olympic Park as an inspiring and innovative place where people want - and can afford - to live, work and visit, the emphasis on excellence, innovation and standards which have driven the development, operation and management of the Park to date must be sustained.

**Thanks to everyone who contributed to this document.
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