

# Global Local

## London Olympic Park

Judith Sykes

Director: Useful Simple Projects

07/04/15



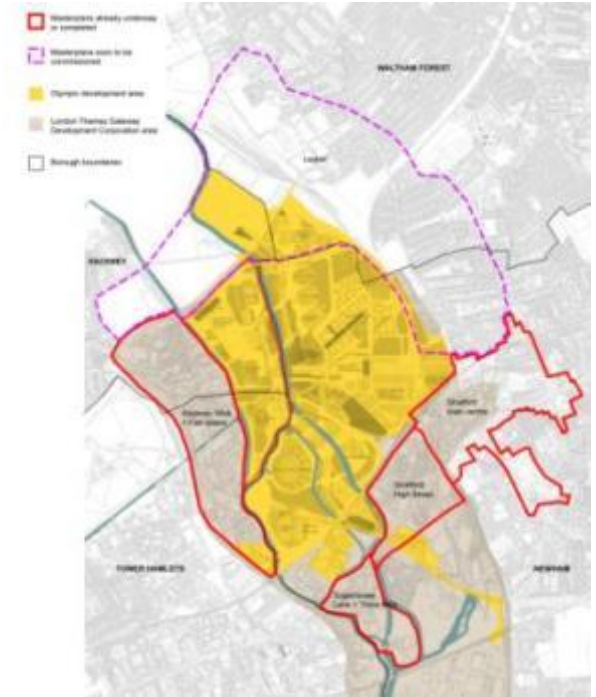
# O ponto de partida julho 2005



# Building A New Piece of City



# The Olympics as a catalyst for change





## First sustainable Games

We want London 2012 to be the first sustainable Games, setting new standards for major events.

Being sustainable means thinking about peoples' current and long-term needs, improving quality of life and ensuring a healthy and thriving natural environment.

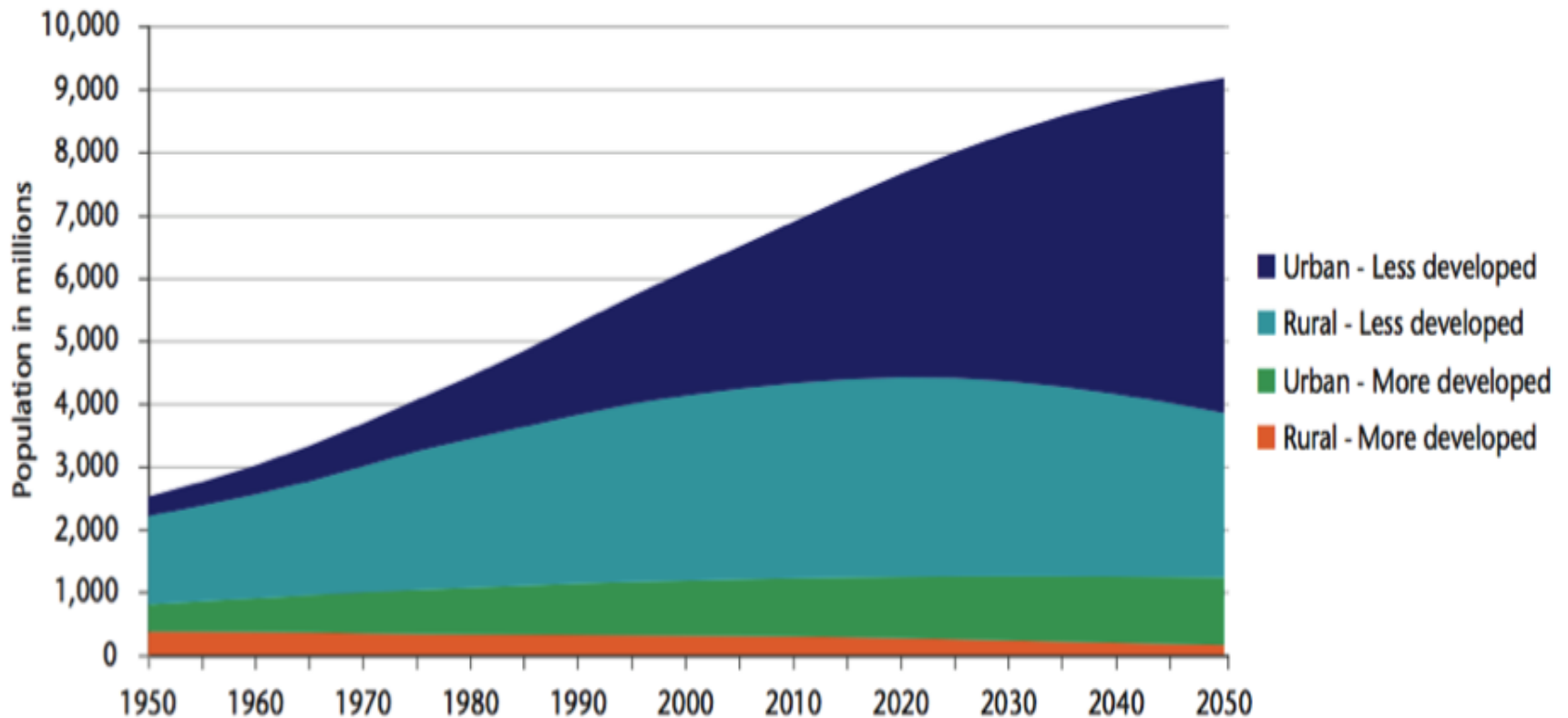
In the London 2012 bid, we have been working on an idea, developed with BioRegional and the concept of 'One Planet Olympics'. This idea forms the core of our plans for sustainable development in London. More broadly, the way in which we can use the Games as a platform to highlight global issues such as climate change.

We are focusing on five key areas throughout the Games: transport, energy and infrastructure, staging

# Global Challenges



# 2050: World population 9 billion

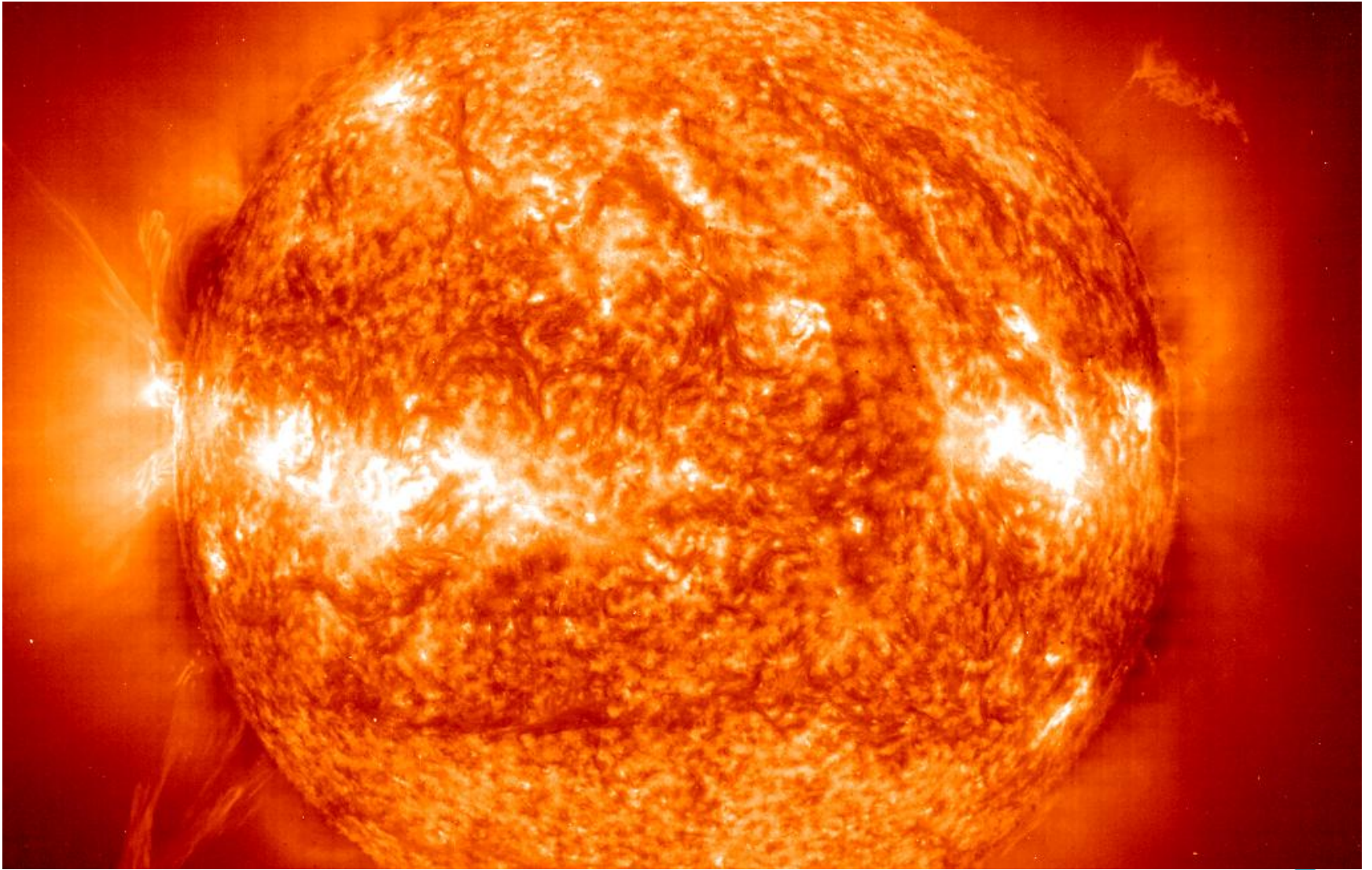


# Living beyond the earth's capacity





**2003: The hottest European summer on record  
claims over 52,000 lives**



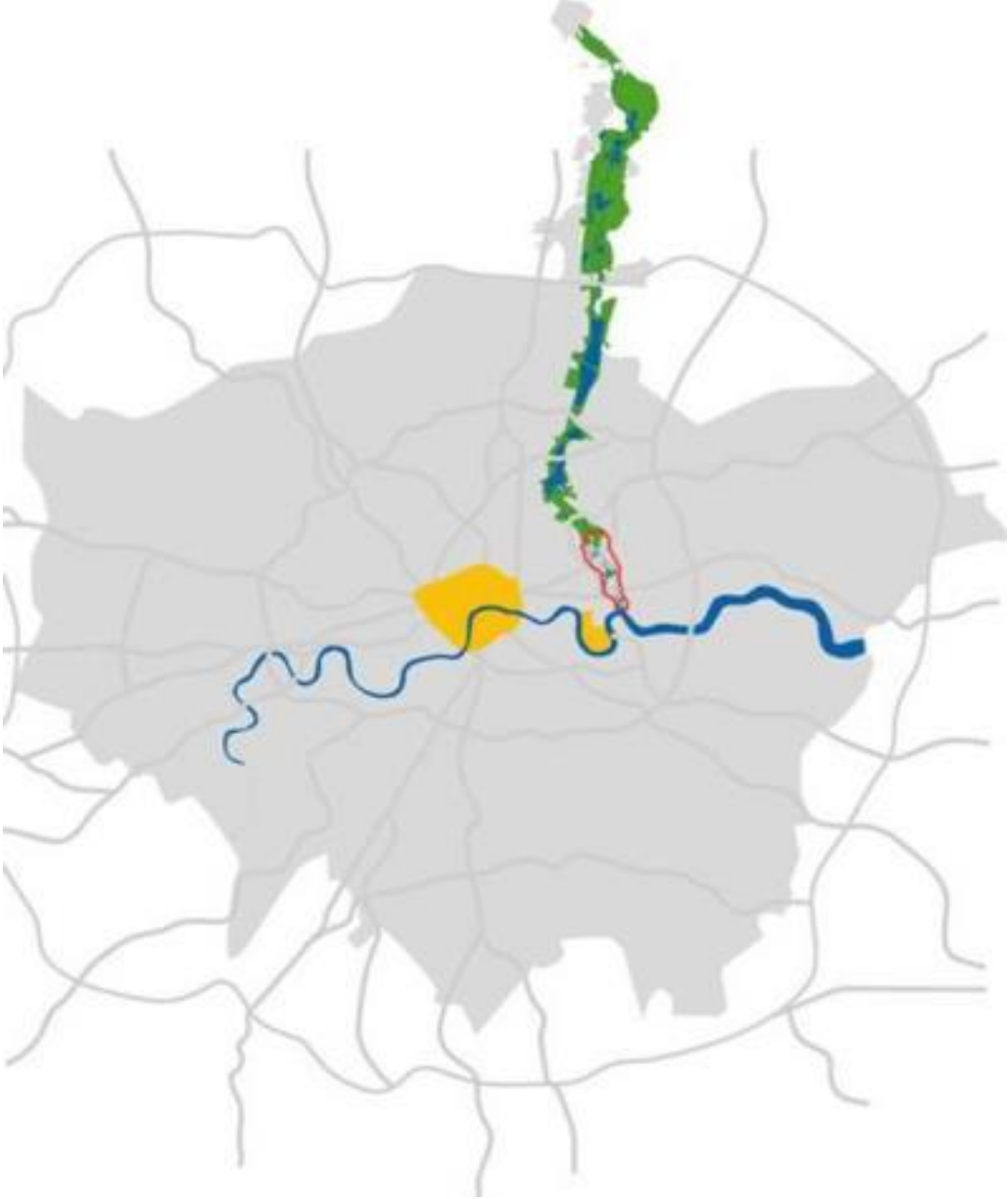
# Local Challenges



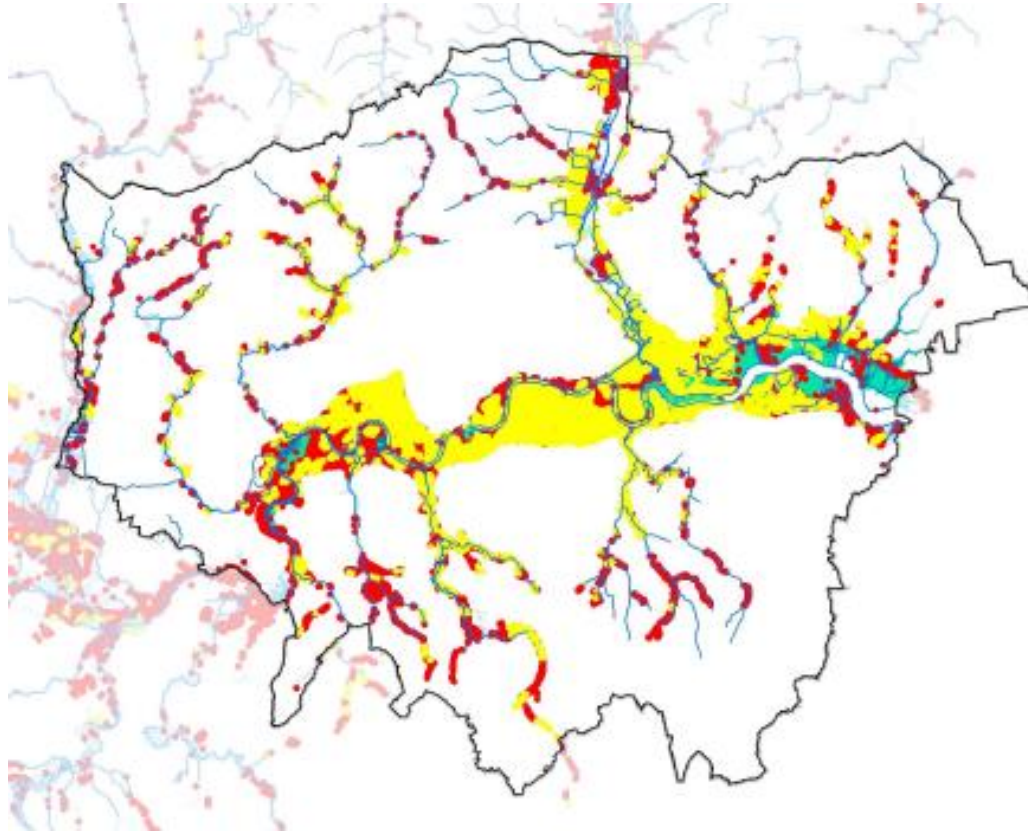
# Location



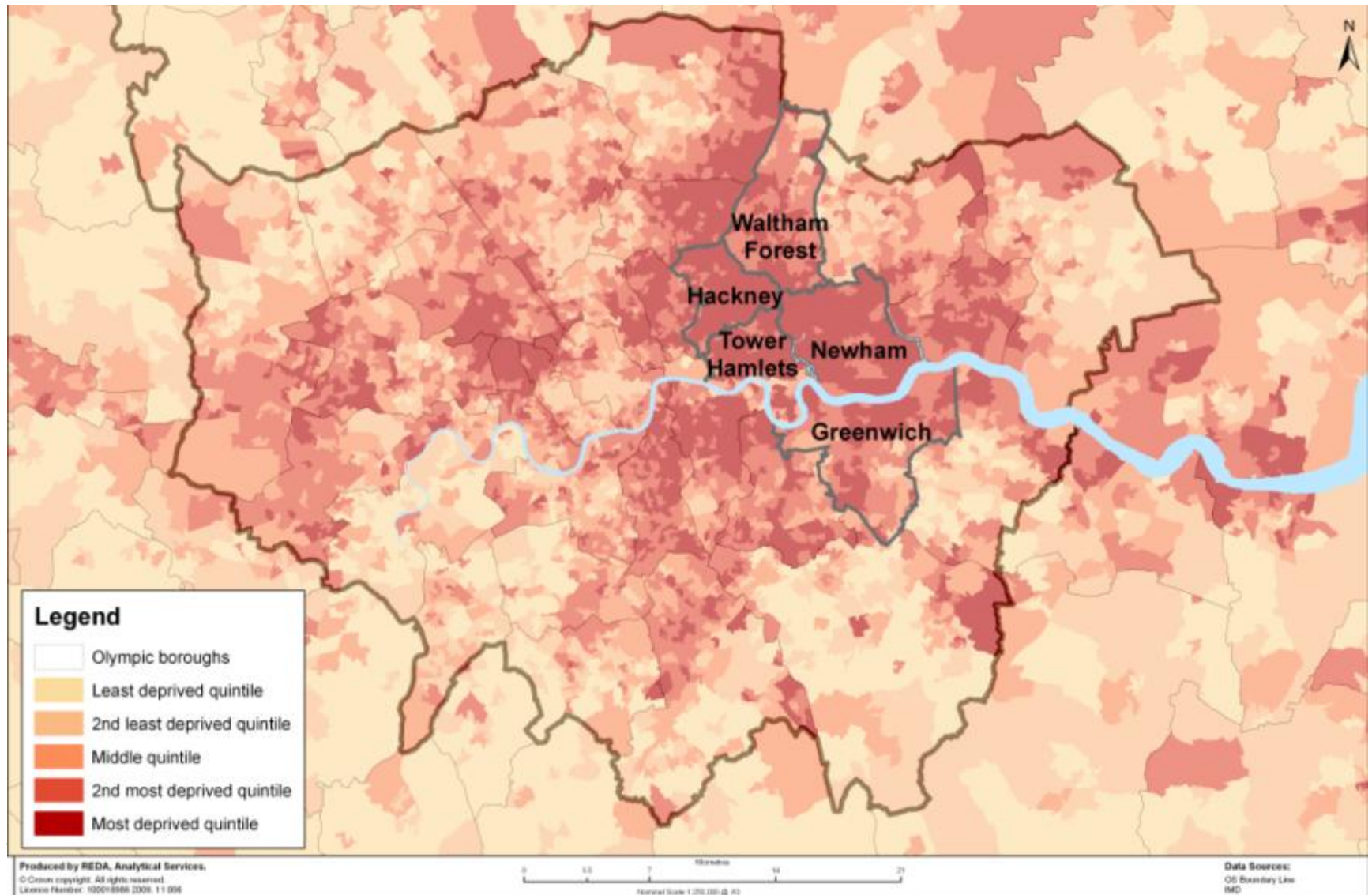
# Context



# Flood risk and climate change



# Social Deprivation and inequality



# Área de privação social



# Contaminado, local negligenciado







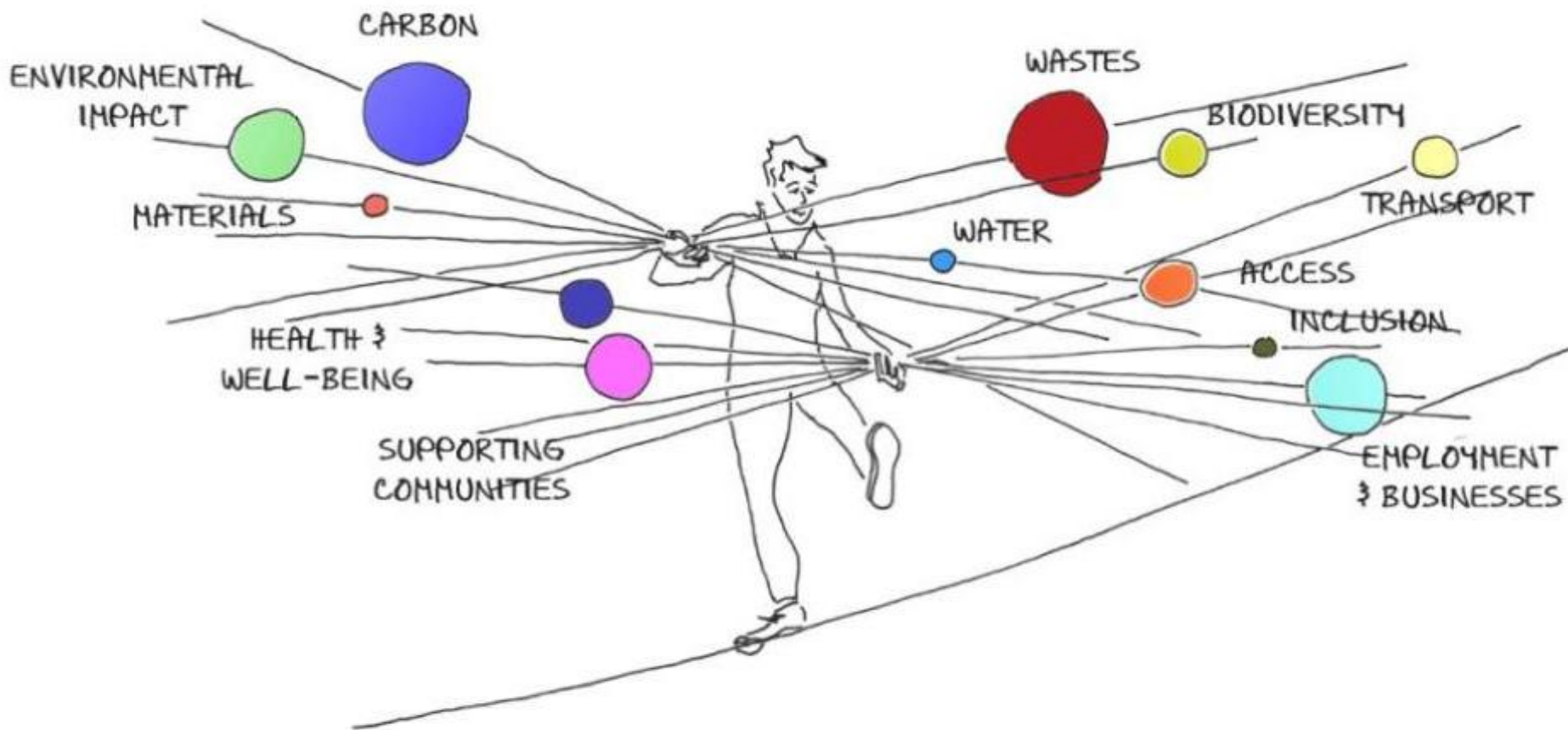
# Approach



COSTS

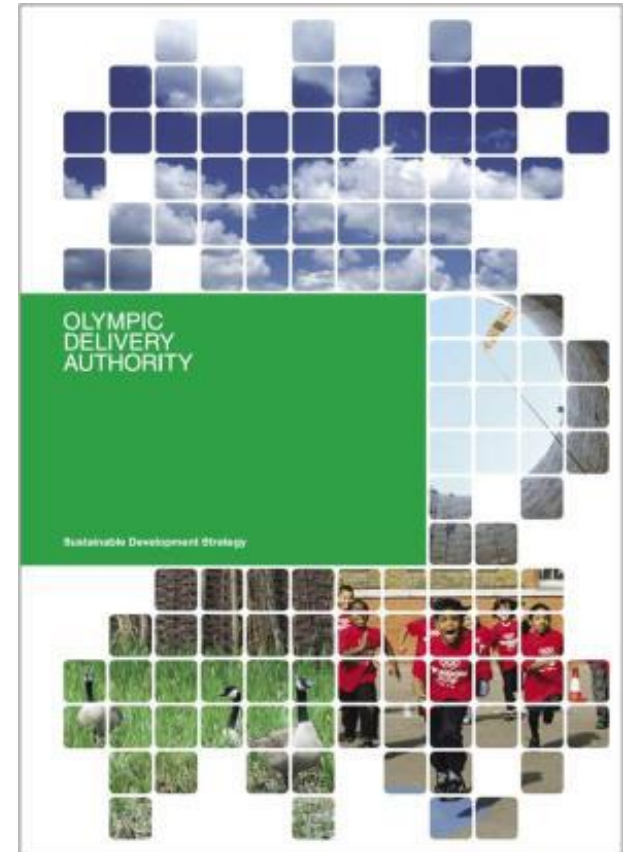


VALUE



# A Strategy with Performance Targets

- Carbon
- Water
- Waste
- Materials
- Biodiversity
- Environmental impact
  
- Community
- Transport and mobility
- Accessibility
- Employment and business
- Health and well-being
- Inclusion



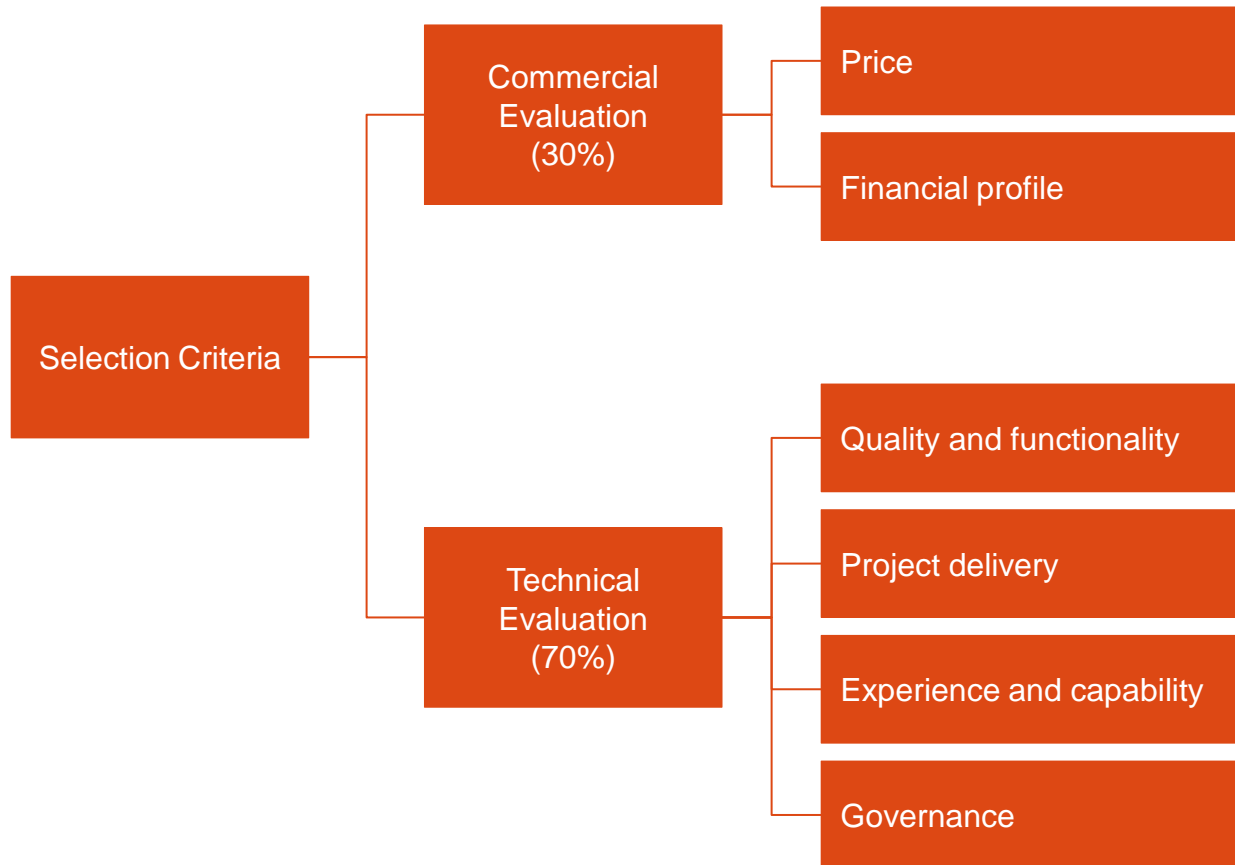
# Stakeholder engagement



# Design briefs

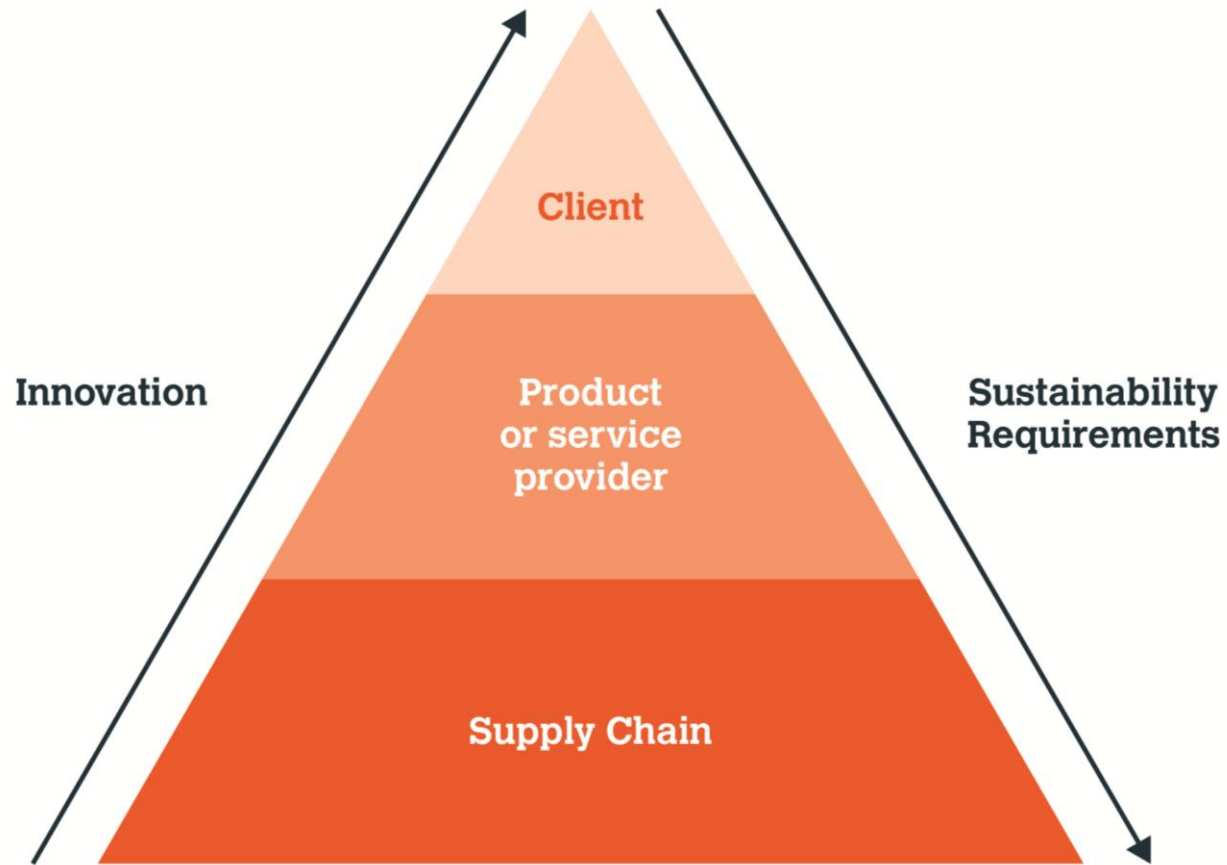


# Procurement





# Foster innovation



# Built a culture



# Leadership

- On Cost
- On Time
- Quality and functionality
- Safe and Secure
- Equalities and Inclusion
- Environment and Sustainability

2012  
CONSTRUCTION  
COMMITMENTS

#### PROCUREMENT & INTEGRATION

A successful procurement policy requires ethical sourcing, suitable best value to be achieved and encourages the early involvement of the supply chain. An integrated project team works together to achieve the best possible solution in terms of value, buildability, environmental performance and sustainable development.

- Procurement decisions will be transparent, made on best value rather than lowest cost, use realistic criteria and where appropriate, specialist criteria, whilst encouraging the contribution of smaller organisations.
- All members of the construction team will be identified and involved at an early stage, particularly during the design process, and encouraged to work collaboratively.
- Supply chain partners will be required to demonstrate their competency, their commitment to integrated working, innovation, sustainability and to a culture of trust and transparency.
- To ensure effective and equitable outcomes for all those involved, all contracts will incorporate fair payment practices, such as payment periods of 30 days, no unfair withholding of retention, prompt bank accounts, where possible and cost effective, and will include mechanisms to encourage defects free construction.
- The duties of each project team member will be identified and shared at the outset of the project and appropriate insurance policies, such as project insurance, put in place.
- Roles will be clearly identified, honestly questioned and allocated in line with each party's ownership and ability to manage the risk.
- All contracts will have an informal and non-confrontational mechanism to manage and dispute.
- The employment practices of all organisations, including subcontractors and the self-employed, will be reviewed by the client and the supply chain to reveal abuses.

#### CLIENT LEADERSHIP

Client leadership is vital to the success of any project and enables the construction industry to perform at its best.

- The client structure and responsibilities will be clearly identified and independently reviewed to ensure continuity in leadership for the duration of the project.
- There will be clear commitment to best practice guidelines and engaging cooperation with all organisations involved in the project.
- A clearly expressed and well researched vision and business case for the construction of the 2012 Games will be developed by the client.
- A detailed brief with clear focused objectives, programme and definition of what is meant by success will be developed by the client before the design stage for all projects and this will be shared at the outset with all those involved.
- The client will champion best practice in design, teamworking, innovation, health and safety, and sustainability, and demand an open and honest and equalised workforce.
- A clear, collaborative and flexible procurement policy will be developed by the client, together with a clearly agreed risk and liability framework.
- The client will work within the project team from the outset of the project to identify and manage project risks.
- Projects will be properly commissioned before tender and subsequently linked before the Games commence.

#### DESIGN QUALITY

The design should be creative, imaginative, sustainable and capable of meeting delivery objectives. Quality in design and construction will bring the best of modern methods will ensure that the Olympic sites meet the core needs of all stakeholders, both historically and architecturally, for 2012 and beyond.

- The client will promote a clear brief before design commences.
- Designers will be selected according to ability and quality, together with other criteria appropriate to the scale and complexity of the project.
- Every opportunity will be taken to encourage visionary design, including art and sculpture, and to provide opportunities for emerging designers and artists.
- The design must suit the practical, functional and operational requirements of the Games and meet both the client's and users' needs for 2012 and beyond, to ensure that while the value is delivered by enhancing buildability, maintainability and usability, whilst driving health and safety throughout. Where appropriate it must also facilitate disarming and re-use.
- Project teams will specify performance criteria to encourage innovation in order to deliver cost-effective solutions, taking advantage of opportunities for standardisation, prefabrication, off-site manufacture and adopting modern logistics principles.
- The design will be tested using 3rd party design reviews and other tools for creating design quality.
- Proven collaborative tools and communication technologies will be employed.

#### COMMITMENT TO PEOPLE

Putting people leads to a more productive and engaged workforce, facilitates recruitment and retention of staff and engages local communities positively in construction projects.

- Local employment projects and local training initiatives will be utilised in order to create sustainable communities.
- Local communities will be fully involved and engaged from the outset of all projects.
- Training and development will be allowed to all staff, including the client, to meet individual, project and company needs.
- Opportunities for apprenticeships and work experience will be offered.
- A policy of equal opportunities will be adopted to encourage a diverse workforce.
- Project specific agreements will be established between unions and employers to encourage better employment practices, including training as well as health and safety.
- Construction sites will be clean, tidy and provide good quality facilities, including catering, appropriate to the diverse needs of the workforce.
- Sites will be run considerately without causing nuisance to local communities.

#### SUSTAINABILITY

Sustainability lies at the heart of the delivery of the Games. A sustainable approach will bring real and lasting environmental, social and economic benefits through regeneration and legacy for the Commonwealth in London.

- The project will be designed in accordance with the London 2012 concept of a "One Planet Olympics".
- An overarching Sustainable Development Strategy will be developed with relevant stakeholders.
- Each project will develop a specific Sustainability Action Plan which will address environmental, social and economic aspects, and aim to exceed the highest levels within relevant standards and include all aspects of the supply chain.
- Targets, including the business case, will be set within all contracts, and performance will be measured and reported regularly.
- Projects will incorporate best practice opportunities to maximise green construction, innovation, performance, employment, training and community engagement.
- Development plans will seek to enhance, create and protect the local natural environment.
- Projects will actively aim to enhance the visibility and viability of local communities from the construction period through to the legacy.

#### HEALTH & SAFETY

Health and safety is integral to the success of any project, from design and construction to subsequent operation and maintenance.

- All designs will address health and safety issues and all projects will have a risk register.
- 2012 construction projects will require to be injury and residential.
- Every project will have a strategy to deal with occupational health and provide full-time qualified medical staff on site.
- All health and safety risks, including those relating to occupational health, will be assessed, managed, active before and communicated from inception in design.
- Companies will sign up to and implement the Strategic Safety Health and Safety Code.
- All professional and site staff will hold Construction Skills Certification Scheme (CSCS) cards or equivalent.

We the undersigned agree to adopt the 2012 Construction Commitments as set out above

Signature of Chairman

*John James*

The Rt Hon David Jamali MP

*James Hodge*

The Rt Hon Margaret Hodge MP

*Ka Lupton*

Ken Lupton, Mayor of London

Signature of Chief Executive

*David Higgins*

David Higgins, Chief Executive ODA

*Peter Rogers*

Peter Rogers, Chairman 2012 Bid Group

Company

Contact name

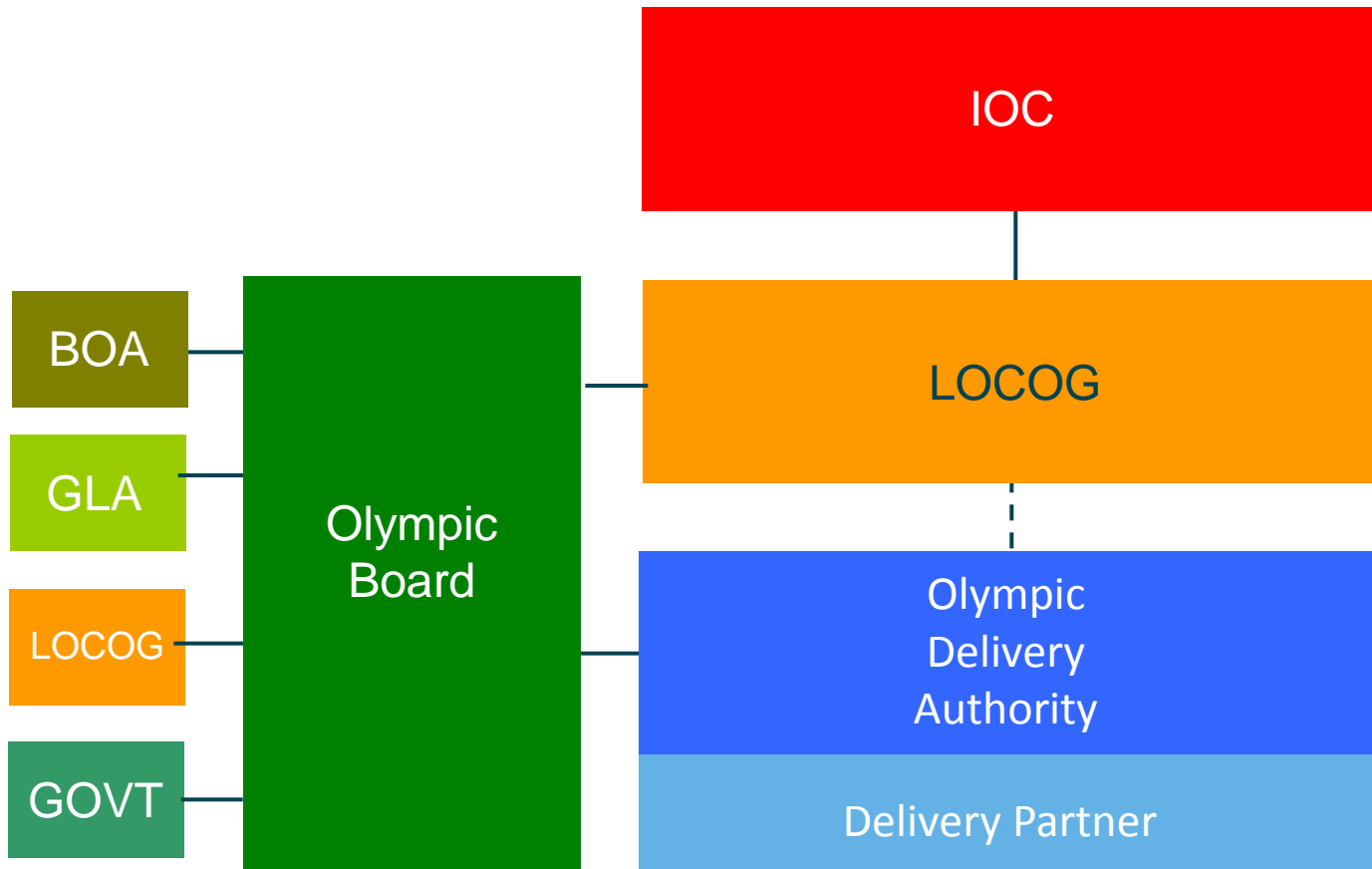
Title

Email

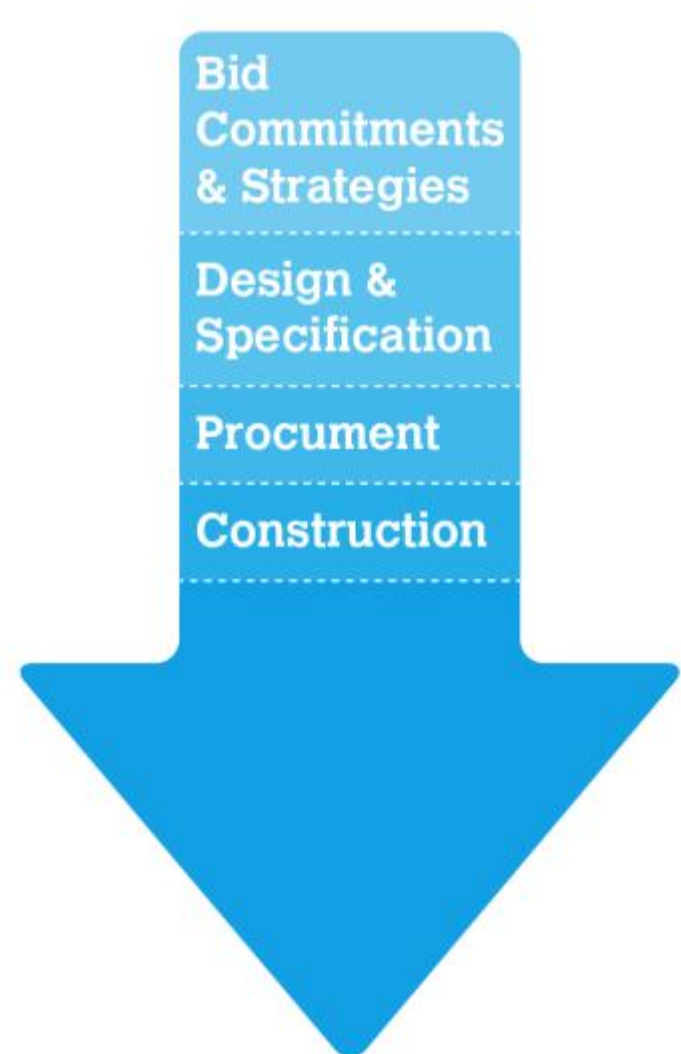
Date

To sign up, all the signatories of the independent Chairmen and Chief Executives, and also the signatories already in the names of all above, see the panel at and return to the Strategic Forum 2012 Bid Group, c/o CSC, 24, Stone Street, London, EC3R 1TE

# ODA Overall Governance Structure



# Gerando expectativas através do projeto



# What we did



# Demolição e reforma



# Opening up the water systems



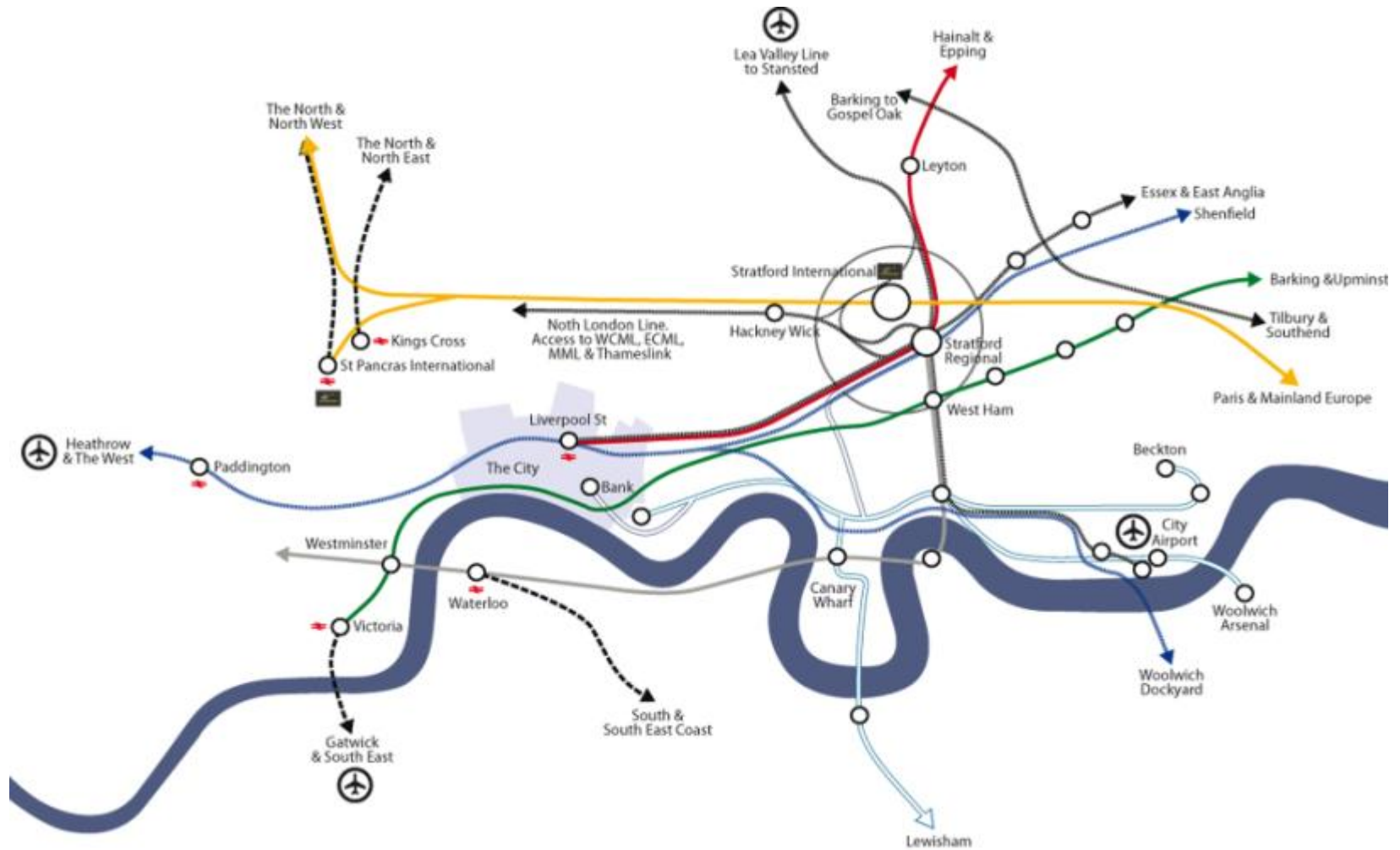




# Decentralised energy supply



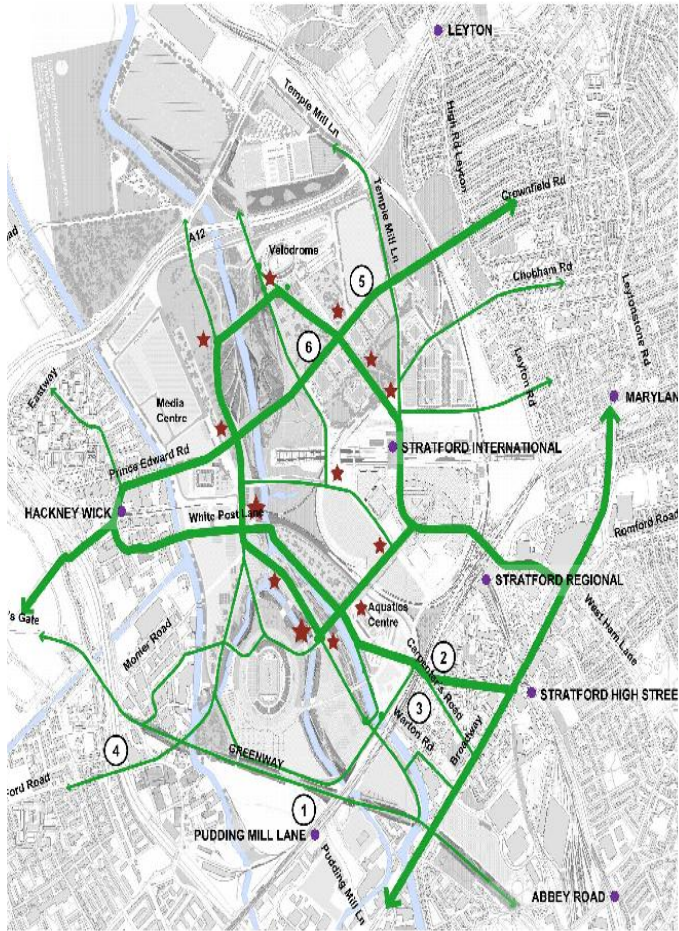
# Redes de transporte



# Reduce water consumption



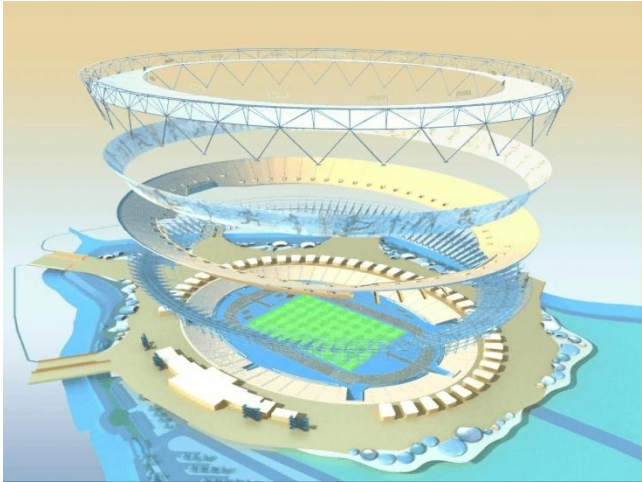
# Walking and cycling



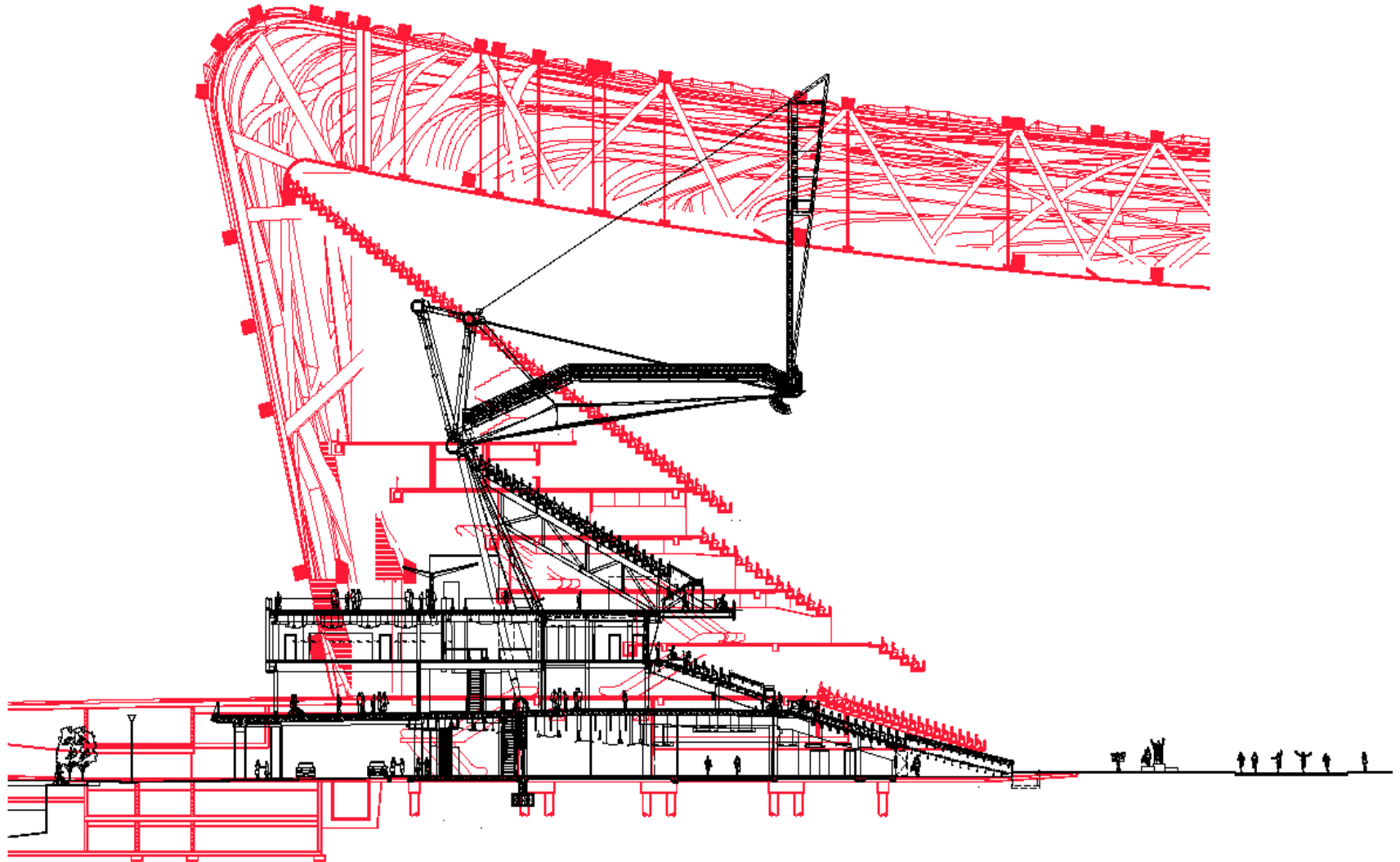
# Venue Design



# Olympic stadium – Designed for legacy



# Olympic stadium – Light weight







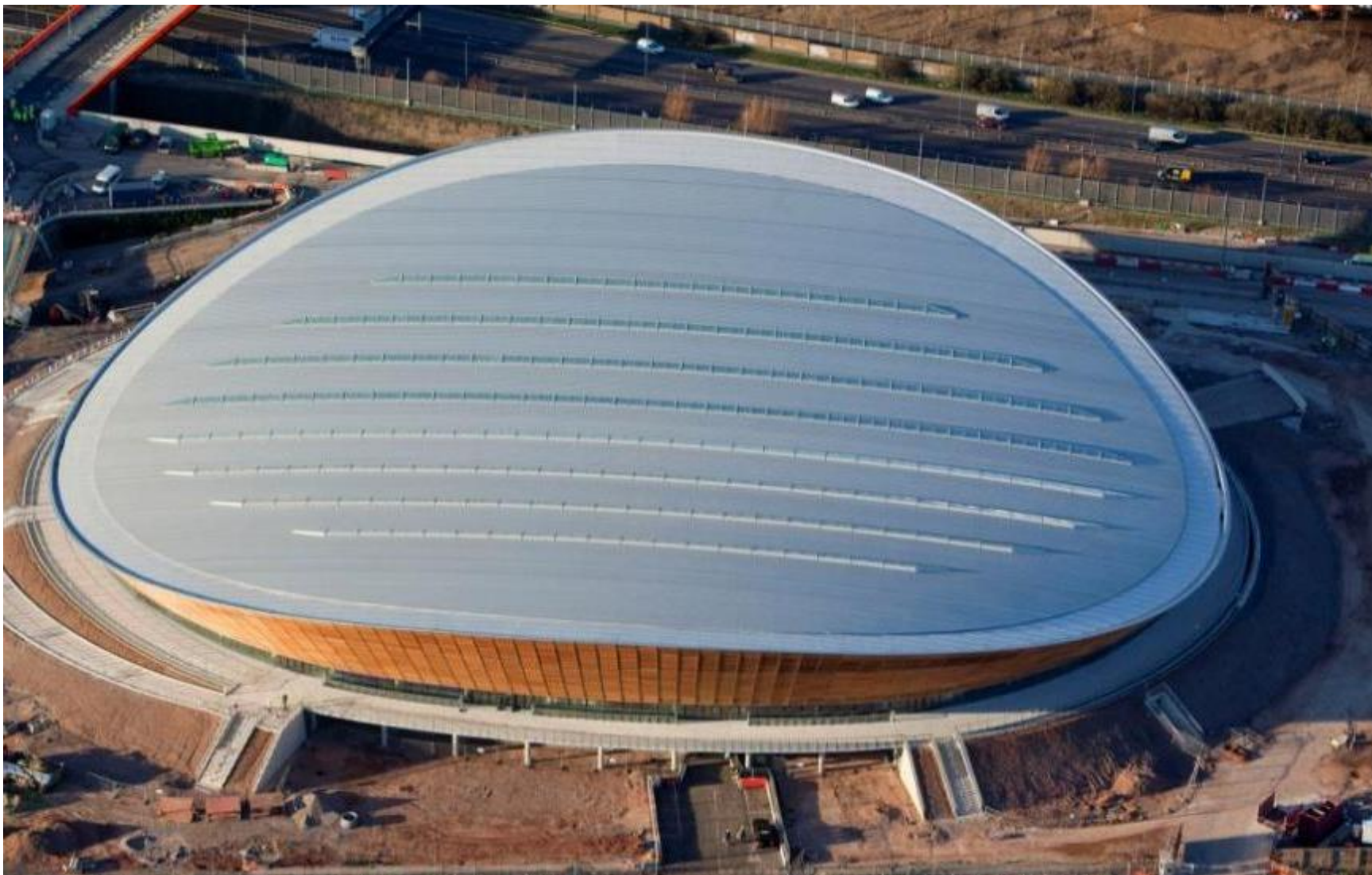
# Aquatics centre – The games



# Aquatics centre – Legacy



## Projeto com baixo nível de carbono incorporado – Velodrome

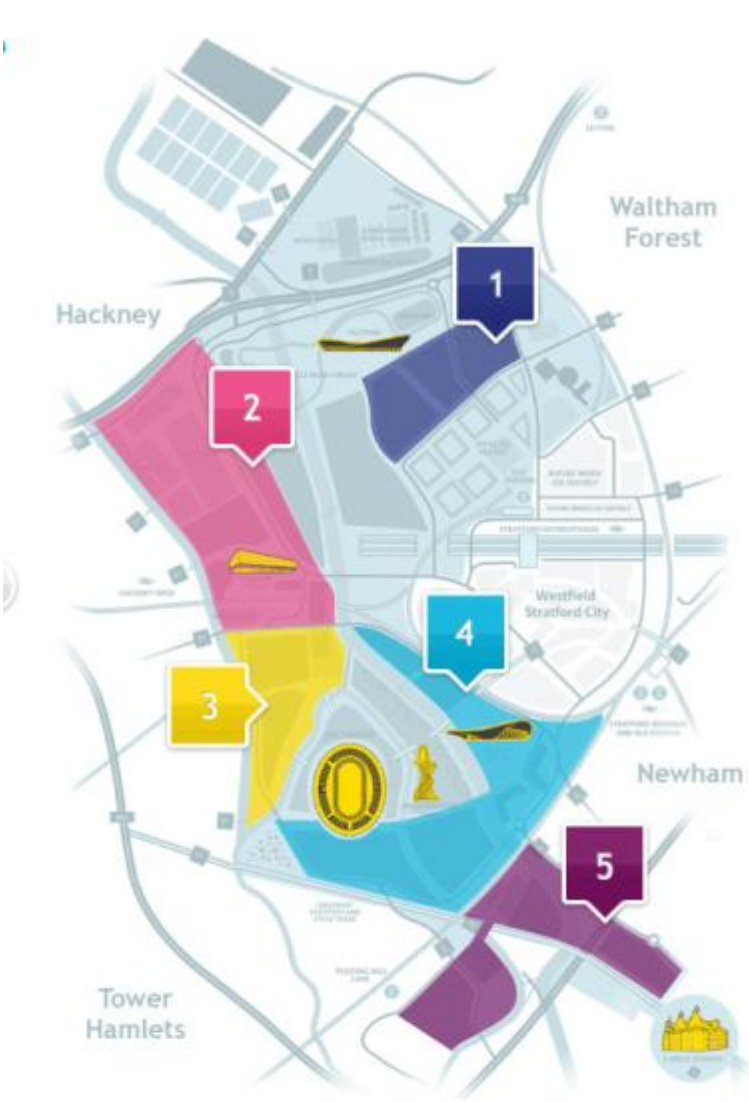




# Building a legacy for London



# 5 Novos Bairros 11,000 novas moradias



# The Legacy Company



## WORTH THE WAIT

Since 2005, the public and private sectors have invested over £12.5 billion into the Park and surrounding area.

The Olympic Park is the Legacy site value, covering 2.5 sq km - the same area as 357 football pitches. What used to be waste ground is now pristine parklands, where there was once a builder's job to re-levelling the site after the Games, a further £366 million will be invested. The transformation has only just begun.

The scale of work to be undertaken includes dismantling temporary structures, making changes to permanent venues, erecting bridges and access points, as well as landscaping public spaces and creating new streets. All this means a high volume of construction traffic will be occurring in the Park, so to put the public's safety first, it will close following the Games then re-open in stages. The North Park will re-open in July 2013, followed by the South Park in 2014.

## ONE PARK, TWO CHARACTERS

### SOUTH PLAZA - GET FIRED UP

The south of the Park, which will be known as South Plaza, is the place to go for an event - be it sporting, cultural or entertainment. Anchored by the Stadium, Aquatics Centre and the UK's tallest sculpture, the ArcelorMittal Orbit, there'll also be bars, restaurants and a large events lawn. So you'll be able to watch, take part in and experience something different - every time you visit.

### NORTH PARK - SLOW IT RIGHT DOWN

The north of the Park is set in the valley of the River Lea. There'll be landscaped parklands, open spaces and walkways - this is the place to kick back, or spend time exploring the surroundings. Chobham Manor, the first of the Park's five neighbourhoods, will also be here, as well as a 90,000 sq ft business campus in the former Press and Broadcast Centre.

## INSPIRING ART



Innovative and interactive artworks will form an integral backdrop to the cultural activities taking place in the Park's public spaces. The Park will celebrate the energy, passion and creative ingenuity of east London. Here you'll be able to experience and take part in cultural activities celebrating the diverse local heritage, as well as interact with art on a whole new scale.

## QUEEN ELIZABETH OLYMPIC PARK TIMELINE







# Mix tenure



# Community facilities

- Schools
- Nurseries
- Health Centres
- Faith and community spaces
- Local shops



# Sport for all



# New employment



# Bem conectados



# A park



# Thriving legacy community





# The ingredients





# Leadership



Vision



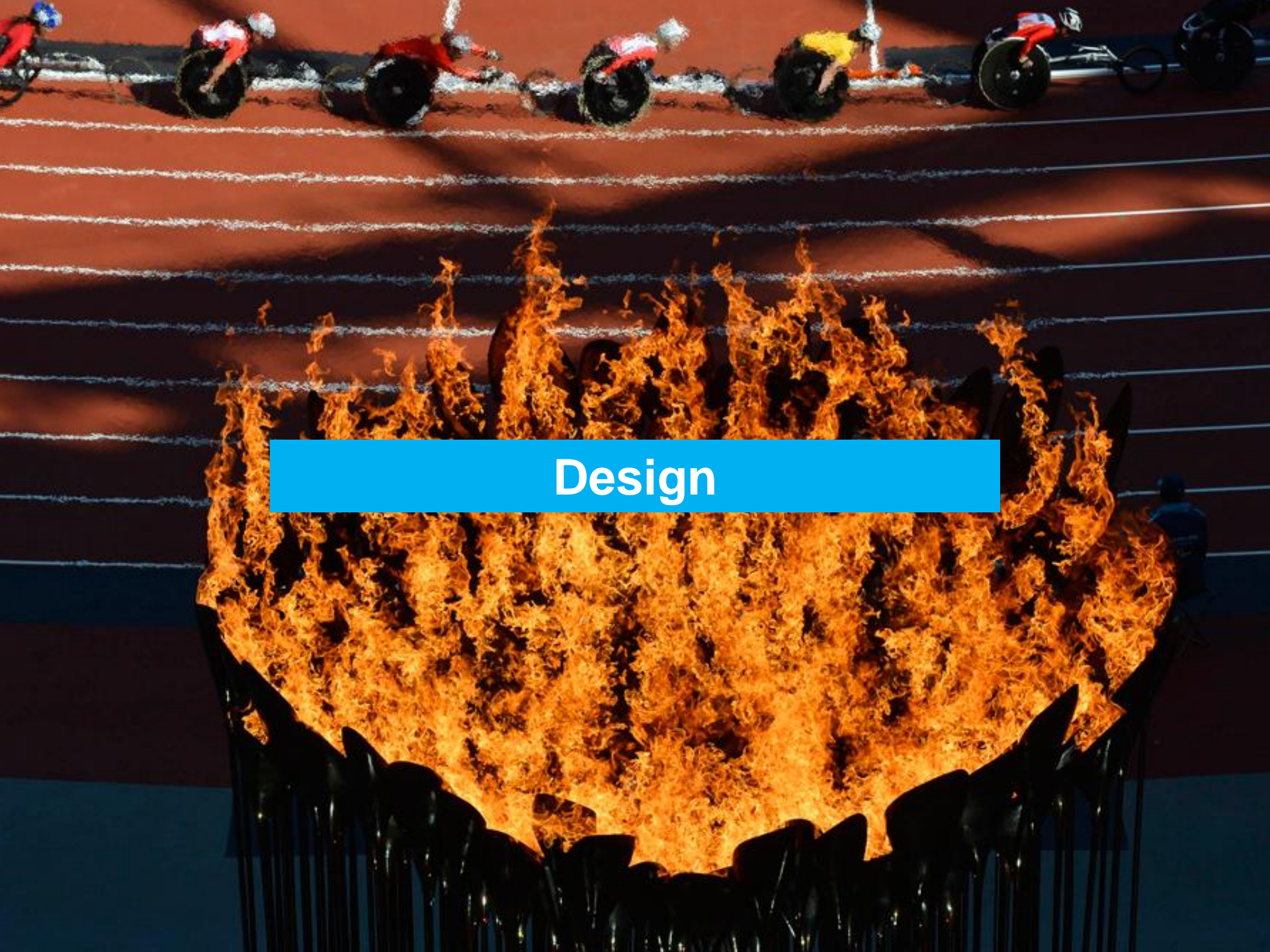
**Ambition**



Planning

London 2012





Design



**Team Work**

A group of seven runners in black and gold tracksuits are running across a stage covered in confetti. The runner in the foreground on the right is holding a large, ornate torch with a flame. The background is a vibrant purple and blue with falling confetti. A bright blue banner with the word "Legacy" is overlaid in the center.

Legacy



# Building on the Olympic experience



# Olympicopolis



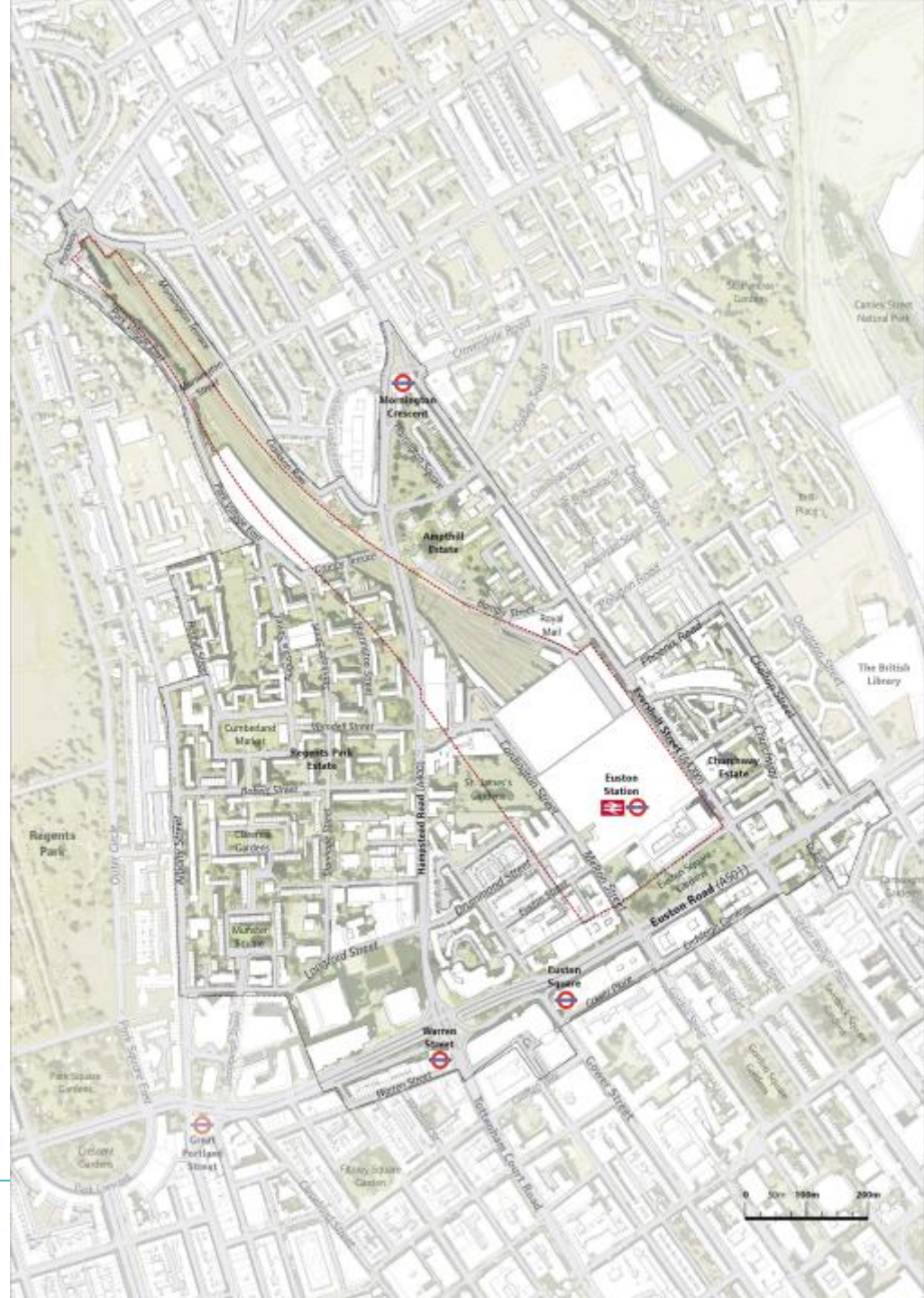
## London Olympicopolis culture hub plan gets £141m funding

Branches of Sadler's Wells dance theatre, V&A museum and two universities planned for Olympic Park in Stratford

# Old Oak Common



# Euston Station



# Heliopolis, Sao Paulo

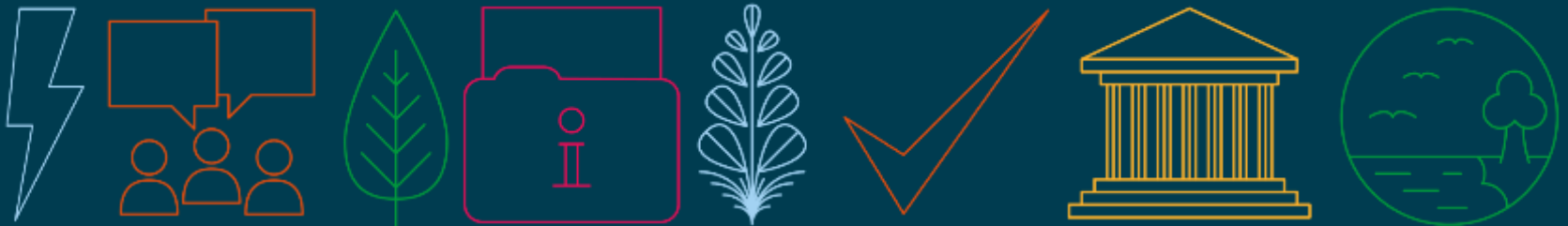


# Starts with a clear vision



# A vision that is

- **Context specific**
- **Outcome focused**
- **Holistic**
- **Interconnected systems and scales**
- **Futureproofed**





useful**simple**projects

# Thank you

Judith Sykes

Director: Useful Simple Projects

Get in touch:

[judith.s@usefulsimple.co.uk](mailto:judith.s@usefulsimple.co.uk)

Linkedin

<http://www.usefulsimpleprojects.co.uk>

