


CORPORATE PERFORMANCE

OCT-DEC 2022
QUARTER 3

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INTRODUCTION AND SUMMARY

This is a quarterly report of the London Legacy Development Corporation (LLDC) that provides an update on progress on strategic objectives and against corporate milestones and measures. It also sets out information about the Legacy Corporation's financial performance, including updates on achieving savings and efficiencies, and key financial risks.

The first sections provide a summary of progress in this reporting period and information about financial performance. The subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the Queen Elizabeth Olympic Park Strategy to 2025 **here: Inclusive Growth; Community and Opportunity;** along with **Supporting Delivery**. Each section includes progress against milestones/measures, commentary on major projects and key risks.



SUMMARY OF PROGRESS IN THE QUARTER OCTOBER TO DECEMBER 2022

LLDC's major achievements during this period are set out below. Further details can be found in the body of the report:

- Continued to operate a safe and well-maintained Park and safe and successful operations of London Aquatics Centre, Copper Box Arena and 3 Mills Studios.
- Completion of a successful year of events and communications to mark the 10 year anniversary of the London 2012 Olympic and Paralympic Games.
- Opening of the first East Bank building: UCL East's One Pool Street campus and the Global Disability Innovation Hub's new research centre in the building.
- Completion of the Rugby League World Cup wheelchair tournament at the Copper Box Arena.
- Announcement of concerts in the London Stadium in Summer 2023 featuring The Weeknd and Burna Boy.
- Commencement of procurement exercises for operating the Copper Box Arena and the London Aquatics Centre.
- The award of more than £2 million to 16 local community projects in the first bidding round of the 2022 Carbon Offset Fund.
- Reserved Matters Application approved for Hackney Wick Neighbourhood Centre and vacant possession process substantively complete.
- Appointment of a delivery partner for the East Bank Shared Apprenticeship Programme.
- Opening of the new Build East Construction Skills Certification Scheme accreditation testing centre by the Mayor of Newham.
- Commencement of second stage of procurement to select a developer for Rick Roberts Way.
- Outline Planning Permission approved for Pudding Mill Lane.
- Chobham Manor won the Best Large Development category in this year's Evening Standard New Homes Awards.
- Construction work on 3 Mills Custom House and the Screening room completed.
- Borough leaders, LLDC and the Deputy Mayor signed a Memorandum of Understanding which outlines how the parties will continue work together on the future of LLDC.
- Getting to Net Zero (previously the Carbon Offset SPD) and the revised Planning Obligations SPD adopted and published.
- Launched re-brand of the Legacy Youth Board and Legacy Youth Voice as 'Elevate'.
- Submission of 2023/24 LLDC budget to the GLA.

AIMS FOR NEXT PERIOD

- Continue to operate a safe and well-maintained Park and the safe and successful operations of London Aquatics Centre, Copper Box Arena and the ArcelorMittal Orbit (closed until early March).
- Commence main works at Phase 2 of the East Wick and Sweetwater development.
- Continue East Bank construction works.
- Commence Pudding Mill Lane developer procurement.
- Continue Rick Roberts Way procurement, on programme to appoint a developer in early 2023/24.
- Complete the sale of Chobham Farm North.
- Complete works at 3 Mills Studios Gin Still.
- Report to Planning Decisions Committee on additional advertising controls for the MSG Sphere.
- Launch of Shared Apprenticeship programme with East Bank partners.
- GLA approval for the 2023/24 LLDC budget.
- Approval and publication of the 2021/22 statutory accounts.

FINANCIAL PERFORMANCE SUMMARY

CAPITAL SUMMARY

| | Full Year 2022/23 | | | |
|---|------------------------|----------------------------|--------------------------|----------------------------|
| | Actual to date £000 | Full Year Forecast £000 | Full Year Budget £000 | Variance to Budget £000 |
| CAPITAL INCOME | | | | |
| Development | 11,190 | 14,827 | 13,555 | 1,272 |
| East Bank | 27,409 | 159,745 | 153,262 | 6,483 |
| Park Operations and Venues - excl Trading | 2,807 | 3,967 | 4,703 | (736) |
| Total Capital Income | 41,406 | 178,539 | 171,520 | 7,019 |

| CAPITAL EXPENDITURE | | | | |
|---|------------------|------------------|------------------|---------------|
| Construction | (295) | (368) | (368) | 0 |
| Development | (5,902) | (15,005) | (16,444) | 1,439 |
| Executive Office | (18) | (23) | (23) | 0 |
| Finance, Commercial and Corporate Services | (1,941) | (2,501) | (2,313) | (188) |
| East Bank | (115,626) | (173,968) | (188,260) | 14,292 |
| Park Operations and Venues - excl Trading | (7,587) | (12,060) | (16,182) | 4,122 |
| Regeneration and Community Partnerships | (144) | (190) | (604) | 414 |
| Stadium | (11,726) | (14,818) | (14,478) | (340) |
| Contingency | 0 | (7,845) | (9,233) | 1,388 |
| Total Capital Expenditure | (143,239) | (226,778) | (247,905) | 21,127 |
| Total Net Capital Funding required (GLA) | (101,833) | (48,239) | (76,385) | 28,146 |

| | Opening balance | Year to date | Forecast in-year | Forecast Closing | Headroom operational | Headroom authorised |
|----------------------------|-----------------|--------------|------------------|------------------|----------------------|---------------------|
| Borrowings from GLA (£000) | 399,094 | 111,681 | 70,571* | 469,665 | 47,835 | 50,335 |

*Note that a significant element of the year to date borrowings will be reclassified as capital grant in the next quarter (in line with the budget); this is reflected in the forecast borrowings position.

| | |
|------------------------------|--------|
| S106 & OPTEMS balance (£000) | 37,993 |
| CIL balance (£000) | 19,596 |

CAPITAL INCOME

- East Bank income includes additional contributions from University of the Arts London in 2022/23 towards the cost of their building at Stratford Waterfront driven by increases in the anticipated final cost of the building. East Bank income includes GLA grant which will be drawn down in the next quarter
- Within Development income, the Chobham Manor development has completed and the agreed sales receipts cap has been reached (£151.4m). All the outstanding open market sale residential units comprising Phase 1 of the Eastwick and Sweetwater Development have also completed with income slightly in excess of budget at £1.6m.
- The majority of the Park Operations and Venues capital income relates to contributions from Government and Community Infrastructure Levy towards the major refurbishment at 3 Mills Studios. The adverse variance (£0.7m) relates to income that is matched to expenditure and now re-profiled into future financial years (overall net nil impact).

CAPITAL EXPENDITURE

- Total anticipated East Bank spend for the year is now expected to be £14.3m lower than budget, largely reflecting design issues and errors, which have delayed progress on site and caused some delays on the Rev 11 programme. The expenditure is reprofiled into future financial years.
- The forecast underspend within Development mainly relates to projected equity investments into the Stratford Waterfront/Bridgewater Triangle joint venture, which are now expected to be lower in 2022/23 based on the developer's latest cashflow forecast (note the budget was based on pre-procurement estimates). This will be reprofiled into 2023/24.
- Forecast expenditure in Park Operations and Venues includes lifecycle works across the Park and venues, such as resurfacing and the public address system at the London Aquatics Centre. It also includes the 3 Mills Studios refurbishment. The forecast underspend is largely due to a re-profiling of expenditure on the Hostile Vehicle Mitigation project.
- Note that the forecast GLA borrowings includes a cash adjustment for amounts loaned to UAL towards the cost of their building at Stratford Waterfront; this is an interest-bearing loan that will be repaid by UAL over 20 years.



EASTBANK FINANCIAL SUMMARY

- East Bank is the place-making centrepiece of LLDC's regeneration activities and will deliver new sites on the Park for Sadler's Wells, BBC Music, the V&A, University of the Arts London (collectively known as 'Stratford Waterfront') and University College London.
- To ensure transparency in LLDC's reporting, a section is included to cover the overall budgeted and forecast costs of the Stratford Waterfront project being delivered by LLDC, excluding University College London who are responsible for delivering their own buildings. Both the BBC and University of the Arts London (UAL) make contributions to the cost of their buildings.
- The following table sets out for each element of the Stratford Waterfront scheme. This includes the:
 - **Full Business Case Budget** - the budget included in the Full Business Case to Government and the Mayor of London
 - **Current Baseline Budget** - the current budget, adjusted for approved changes throughout the lifetime of the project
 - **Total spend to date** - the cumulative expenditure incurred on the project as at time of reporting
 - **Anticipated Final Cost (AFC)** - the latest estimate of the final cost of the project, once all works are complete
 - **Variance** - this is a comparison of the AFC to the Current Baseline Budget
 - **AFC Movement in Quarter** - the quarter on quarter movement in the AFC variance to Current Baseline Budget

| Building | Full Business Case Budget (FBC) March 2018 £m | Current Baseline Budget (CBB) £m | Total spend to date £m | Anticipated Final Cost (AFC) £m | Variance (AFC - CBB) £m | Movement in Variance to Budget since last quarter |
|---|---|----------------------------------|------------------------|---------------------------------|-------------------------|---|
| University of the Arts London | | 212.4 | 190.7 | 216.6 | 4.2 | (0.1) |
| V&A | | 96.0 | 66.9 | 104.2 | 8.2 | (1.6) |
| Sadler's Wells | | 100.7 | 73.2 | 114.5 | 13.8 | (3.7) |
| BBC | | 88.2 | 63.0 | 100.9 | 12.7 | (0.2) |
| Retail | | 9.0 | 6.9 | 8.6 | (0.4) | (0.4) |
| Public realm | | 58.7 | 30.9 | 65.4 | 6.7 | (1.3) |
| Carpenters Land Bridge | | 7.6 | 7.8 | 8.7 | 1.1 | 0.4 |
| Sitewide contingency | | 4.3 | 0.0 | 0.9 | (3.4) | 9.7 |
| Stratford Waterfront Total | | 576.9 | 439.4 | 619.8 | 42.9 | 2.8 |
| LLDC Managed costs | | 58.3 | 47.7 | 58.2 | (0.1) | 0.0 |
| Stratford Waterfront Programme Total | 470.9 | 635.2 | 487.1 | 678.0 | 42.8 | 2.8 |

Commentary as at 31 December 2022:

- The 2023/24 budget submission was based on a construction AFC (“Stratford Waterfront Total”) of £615.2m and a projected construction overspend of £40.0m.
- The overspend is largely driven by design risks that have crystallised from delays in the design review process by the design team, protection of the architectural design intent, coordination issues, errors and omissions in the Stage 4 design, and the finalisation of Partner requirements. The effect of these issues has been to prolong contractor design periods beyond 2022 and cause the construction works to become concentrated towards the end of the delivery programme in 2023.
- The December 2022 construction AFC (“Stratford Waterfront Total”) has increased to £619.8m, an increase of £4.5m in the quarter. There has been an increase in the budget of £1.7m in respect of partner funded changes, meaning that the variance to budget has increased by £2.8m to £42.9m.
- Since September, there have been further delays on the Rev 11 baseline programme (excluding time risk allowances) caused by a combination of adverse weather conditions in December and the reduced productivity from the BBC, Sadler’s Wells and V&A fit out contractor. This has resulted in the overall forecast delivery date for the project slipping from 20 September 2023 to 16 October 2023 this period and these delays have resulted in the further increases in the AFC.
- With under one year to go to completion, significant risks remain and the AFC is contingent on concluding deals with key package contractors on programme and cost, no significant new design risks materialising, and the successful resolution of the design issue relating to V&A steel beam encasement.
- LLDC’s share of the additional East Bank funding requirement submitted as part of the 2023/24 budget (c£36m) is funded by positive movements in the Corporation’s Long Term Model, with no additional borrowing or increase in borrowing limits required. This is largely as a result of the outcome of the procurement for a joint venture partner for the Stratford Waterfront and Bridgewater developments.

REVENUE SUMMARY

| | Full Year 2022/23 | | | |
|--|------------------------|----------------------------|--------------------------|----------------------------|
| | Actual to date £000 | Full Year Forecast £000 | Full Year Budget £000 | Variance to Budget £000 |
| REVENUE INCOME | | | | |
| Commercial Strategy | 0 | 0 | 340 | (340) |
| Executive Office | 4 | 5 | 5 | 0 |
| Development | 512 | 1,015 | 647 | 368 |
| Finance, Commercial and Corporate Services | 223 | 296 | 296 | 0 |
| Park Operations and Venues | 3,854 | 5,824 | 4,714 | 1,110 |
| Trading (see breakdown below) | 10,258 | 11,297 | 9,405 | 1,892 |
| Planning Policy and Decisions | 1,359 | 1,800 | 1,400 | 400 |
| Regeneration and Community Partnerships | 0 | 250 | 313 | (63) |
| Total Revenue Income | 16,208 | 20,488 | 17,120 | 3,367 |

| | | | | |
|--|-----------------|-----------------|-----------------|----------------|
| REVENUE EXPENDITURE | | | | |
| Communication, Marketing and Strategy | (1,570) | (2,475) | (2,060) | (415) |
| Commercial Strategy | (176) | (293) | (293) | 0 |
| Executive Office | (1,978) | (3,202) | (3,436) | 234 |
| Development | (396) | (703) | (320) | (382) |
| Finance, Commercial and Corporate Services | (4,308) | (6,715) | (6,674) | (41) |
| Park Operations and Venues | (8,595) | (12,252) | (11,065) | (1,186) |
| Trading (see breakdown below) | (6,057) | (12,391) | (9,294) | (3,098) |
| Planning Policy and Decisions | (2,521) | (3,549) | (3,058) | (491) |
| Regeneration and Community Partnerships | (1,737) | (3,388) | (3,402) | 14 |
| Stadium | (6,355) | (14,650) | (12,597) | (2,053) |
| Contingency | 0 | (554) | (1,956) | 1,402 |
| Total Revenue Expenditure | (33,693) | (60,171) | (54,155) | (6,016) |
| Net Revenue Expenditure | (17,485) | (39,683) | (37,036) | (2,649) |

| | Full Year 2022/23 | | | |
|---|------------------------|----------------------------|--------------------------|----------------------------|
| | Actual to date £000 | Full Year Forecast £000 | Full Year Budget £000 | Variance to Budget £000 |
| TRADING | | | | |
| 3 Mills Studios | 3,198 | 1,701 | 1,505 | 196 |
| ArcelorMittal Orbit (AMO) | 140 | (337) | (345) | 8 |
| Copper Box Arena | (655) | (894) | (688) | (206) |
| Kiosks | 19 | 22 | 20 | 2 |
| London Aquatics Centre | 459 | (2,599) | (1,303) | (1,296) |
| Off Park Properties | (13) | 119 | 112 | 7 |
| On Park Properties | 457 | 478 | 522 | (44) |
| Other Trading | 268 | 193 | 93 | 100 |
| The Podium | 319 | 207 | 187 | 20 |
| Timber Lodge Café | 10 | 15 | 8 | 7 |
| Total Trading Net income/(expenditure) | 4,201 | (1,904) | 111 | (1,206) |

REVENUE INCOME

- Income arising from LLDC's Commercial Strategy is not now expected in 2022/23. Work is ongoing to secure commercial partners for the Park and venues; however, this is now expected to yield returns from 2023/24 onwards.
- The favourable variance in Development relates to additional Planning Performance Agreement income, which will offset the additional costs of resourcing this work.
- Additional income within Park Operations and Venues relates to partner and Government contributions towards the costs of the events held to celebrate the 10th anniversary of the Olympic and Paralympic Games (the remainder was funded by GLA revenue grant).
- Within Trading, 3 Mills Studios and ArcelorMittal Orbit were projected to exceed income targets by operating at higher than anticipated occupancy and delivering better than expected performance over the summer 2022 period. However, the AMO (which was sublet to Orbit Live Limited in August 2022) will now be closed from January to February for essential repairs; the financial impact of this is reflected in the forecast.
- Unbudgeted Quality Review Panel activity within Planning Policy and Decisions is forecast, which will help cover its costs.

REVENUE EXPENDITURE

- The forecast variance in Communication, Marketing and Strategy relates to the approved funding from corporate contingency for phase 3 of the Marketing, Sponsorship and Park Assets Strategy.
- The Park Operations and Venues variance (£1.1m) relates to the 10th anniversary events, which were not included within LLDC's original budget but offset by additional income (see above), and the reprofiling of expenditure from 2023/24 relating to the reprocurement of LLDC's venue operators.
- The forecast overspend in Trading relates mainly to 3 Mills Studios, where the additional costs are generating additional income (see above), and additional subsidy for the London Aquatics Centre and Copper Box Arena, which is driven largely by increased utility costs.
- The Stadium forecast reflects the anticipated financial performance for E20 Stadium LLP Group. The 2022/23 forecast is expected to be £2.1m worse than budget. This as a result of:
 - Significantly increased utility costs reflecting market prices; efforts are ongoing to reduce consumption, which could provide an opportunity to reduce costs;
 - Increased West Ham match day costs, which have remained higher than budget due to increases in LLW and other rates, inflation, additional matches, delays in the inhousing stewarding project and fan behaviour;
 - Offset by settlement of a number of disputes.

SAVINGS AND EFFICIENCIES

An update on additional income and expenditure savings against the target is provided below.

| | 2022/23 | | |
|--|----------------|------------------|------------------|
| | Target £000 | Forecast £000 | Variance £000 |
| ADDITIONAL INCOME | | | |
| Park Operations and Venues | 92 | 92 | - |
| Trading | 1,749 | 3,641 | 1,892 |
| Total Additional Income | 1,841 | 3,733 | 1,892 |
| EXPENDITURE SAVINGS | | | |
| Communication, Marketing and Strategy | 110 | 110 | - |
| Executive Office | 109 | 346 | 237 |
| Finance, Commercial and Corporate Services | 163 | 220 | 57 |
| Park Operations and Venues | 953 | 974 | 21 |
| Trading | (301) | (3,134) | (2,833) |
| Total Expenditure Savings | 1,032 | (1,486) | (2,518) |
| Total Additional Income/Expenditure Savings | 2,873 | 2,247 | (626) |

An update on additional income and expenditure savings is provided below:

- **Income opportunities:** LLDC has identified potential for additional income, mainly from opportunities at 3 Mills Studios and interim uses of the Corporation's remaining development sites.
- **Discretionary spend:** However, these income opportunities are now more than offset by the additional inflationary pressures forecast on LLDC's operations, in particular at the London Aquatic Centre and Copper Box Arena (shown within Trading). There is also additional Trading expenditure to generate the additional income above.
LLDC's discretionary cost base is very limited, largely due to savings delivered over previous years. Savings identified in 2022/23, and otherwise being delivered, include reductions across communications and marketing budgets, accommodation savings arising from LLDC's main office relocation and reductions in surface water discharge costs due to the reprofiling of development programmes.
The £0.6m shortfall in savings relates to uncontrollable pressures on utilities in Park venues.

INCLUSIVE GROWTH

A place in which people want to invest, enhancing local lives as well as national economic growth.

As London's centre of gravity expands eastwards, investment in Queen Elizabeth Olympic Park and the surrounding area continues to stimulate significant economic growth and productivity. With its excellent transport links; high quality digital infrastructure; world class sporting facilities; beautifully landscaped parklands; and exemplary residential and business developments, this is a place where individuals, families and businesses are increasingly choosing to establish roots.

Building on what has already been achieved, LLDC will work closely with the Growth Boroughs to develop a shared vision for further growth in the area which brings with it real and tangible benefits for local communities. LLDC will ensure that future investment goes hand in hand with fairness and equality, setting the conditions to ensure that everyone can both contribute and

benefit to their full potential; this is touched on here and fully explored in the later sections of this document.

Using its levers as a landowner, planning authority, and regeneration agency, and together with its Borough partners, LLDC will support inclusive growth in and around Queen Elizabeth Olympic Park through:

- The operationalisation of East Bank
- Delivery of an impressive and varied residential offer which responds to local need
- Ongoing establishment of a thriving business and innovation hub
- Ongoing establishment of a diverse, unique and successful visitor destination
- Building the infrastructure for growth

(extract from QEOP Strategy to 2025)



PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

(Note: housing developments are reported through the 'Community' theme)

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|---|
| <p>Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme.</p> | <p>Construction work has continued. Following the topping out of the UAL and V&A buildings in 2021/22, topping out ceremonies for the BBC and Sadler's Wells buildings took place earlier in 2022/23. Construction of the public realm is also underway.</p> |
| <p>UCL continue construction of their new university campus, UCL East, including completion of Pool St West site.</p> | <p>Work at the East Bank UCL East's One Pool Street site completed, and the facility opened to students in this period. Construction works for UCL East's Marshgate site are progressing, this is scheduled to open for the new academic year later in 2023.</p> |
| <p>Continue to work with East Bank partners to facilitate the development of the partnership to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.</p> | <p>The Benefits Delivery Plan for the East Bank Strategic Objectives 2020-2023 has been agreed and all partners are working together to deliver this. The Impact Report was finalised in 2022.</p> |
| <p>Complete works at 3 Mills Studios: Custom House; Screening Room; and Gin Still.</p> | <p>Construction work on Custom House and the Screening room completed in this period. Gin Still works are due to complete in the next period.</p> |
| <p>Develop the QEOP advanced mobility programme.</p> | <p>Working with partners on the developing Innovation Community (SHIFT).</p> |
| <p>Continued delivery of the SHIFT innovation district.</p> | <p>Following the launch of SHIFT earlier in 2022/23 work has continued to develop the SHIFT programme, see commentary below.</p> |
| <p>Maintain a safe and well-maintained Park, making adjustments in line with any changes to guidelines relating to COVID-19 and attracting visitors: the estimate is set at the pre-COVID level of 6.2m, noting that delivery of this estimate may be impacted by any new COVID restrictions.</p> <p>Manage and maintain the quality of the Park and venues, including retaining Green Flag status.</p> | <p>LLDC has continued to maintain safe and high-quality Parklands, supported by on Park, web, and social media communications. There were just over 3.4m visits to the Park from April 2022 to November 2022 (see commentary below).</p> <p>The Park was awarded Green Flag Status for the ninth consecutive year earlier in 2022/23.</p> |

PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|--|--|
| <p>Operate safe and well-maintained venues, making adjustments in line with any changes to guidelines relating to COVID-19 and attracting visitors in line with those restrictions. The targets are set at pre-COVID levels: 1m visitors to the London Aquatics Centre; 445k visitors to the Copper Box Arena, noting delivery of these targets may be impacted by any new COVID restrictions.</p> | <p>Between April and November 2022 there were: just over 210,000 visitors to the Copper Box Arena; and over 561,000 visitors to the London Aquatics Centre: the pool re-opened on 19 April following the gas leak incident which was covered in the last report. There were also just over 87,000 visitors to the ArcelorMittal Orbit between April and December 2022.</p> |
| <p>Delivery of 10 year anniversary celebrations for London 2012.</p> | <p>COMPLETE</p> <p>Anniversary celebrations completed in this period, see below for more details.</p> |
| <p>Support safe delivery of major events including the summer concerts at the Stadium (Hella Mega tour, Foo Fighters, Red Hot Chili Peppers) and Commonwealth Games Track Cycling.</p> | <p>COMPLETE</p> <p>Major events held in successfully in 2022/23 include: the Hella Mega tour and Red Hot Chili Peppers concerts at the London Stadium and the Commonwealth Games Track Cycling at the Lea Valley VeloPark.</p> |
| <p>Continue Stadium operations including football, other sports and concerts.</p> | <p>The Stadium has continued to host Premier League and European football, as well as the successful series of concerts in Summer 2022 set out above.</p> |
| <p>Deliver an effective and responsive planning service: At least 70% of applications determined in time.</p> | <p>In this period at least 70% of all applications were determined in time; including 89% of applications in October.</p> |
| <p>Delivery of Town Planning programme, including: Annual Monitoring Report publication Planning Obligations SPD and Carbon Offset SPD adoption and publication.</p> | <p>The Annual Monitoring Report was approved by Board and published in this period. The Getting to Net Zero (previously the Carbon Offset SPD) and the revised Planning Obligations SPD were adopted and published in this period.</p> |
| <p>Support the opportunities at interim use sites including Hackney Bridge and ABBA Arena.</p> | <p>ABBA Voyage and Hackney Bridge have continued to operate successfully in this period.</p> |
| <p>Annual Environmental Sustainability Report published.</p> | <p>The 2021/22 report is scheduled to be produced in the next period.</p> |

COMMENTARY ON KEY INCLUSIVE GROWTH PROJECTS

In this period, LLDC maintained safe and high-quality Parklands, supported by on Park, web and social media communications.

There were just over 3.4 million visits to the Park from April 2022 to November 2022, which is lower than the usual visitor numbers before the COVID-19 crisis. In 2019/20 there were just over 4.4m visitors to the Park in the same period. LLDC is also looking at methods of recording visitor numbers which are being under-recorded: in the last period visitor figures recorded from the venues were higher than the visitor figures recorded through CCTV and Park wi-fi.

This period saw a number of successful events held in the Park, including: the Vitality Netball International Series at the Copper Box Arena on 8-9 October; Chase the Moon 5km and 10km runs; the London Pulse Corporate Cup at the Copper Box Arena on 12 October; the Poppy Run on 12 November; Supernova London on 19 November; London Lions matches and also the London Basketball Classic on 24-26 November; UCI Track Cycling at the Lee Valley VeloPark; the Lee Valley VeloPark race on 26 November; and the London Half Marathon and 10k on 27 November. The Copper Box Arena

hosted Rugby League World Cup matches between 3 and 9 November 2023. The Arena hosted England, Australia, Spain and Ireland wheelchair rugby league sides. This was the first time the wheelchair competition was included in the Rugby League World Cup main event, in a breakthrough moment for the sport. The matches were well attended, televised live on the BBC and generated positive media coverage and the England team went on to win the tournament.

Events in the next period include: England Netball v Jamaica (14 and 15 January), London Lions basketball and London Pulse netball matches, Apex Legends esports (2-5 February), and Legacy Cheer and Dance (11-12 February) at the Copper Box Arena; Run Through Chase the Moon runs on 11 January, 8 February, and 8 March; Lee Valley VeloPark race on 25 February; London Half Marathon and 10k at QEOP on 5 March; and the Tony n' Tina Wedding immersive dining theatre experience at the ArcelorMittal Orbit from 16 March.

In December, the ArcelorMittal Orbit closed for essential maintenance repairs to the lifts and remains closed at the time of writing. Following remedial works being undertaken by the Park's FM provider, the attraction is expected to reopen in early March.



Work has continued the re-letting of contracts for the operation and maintenance of LLDC's venues and parklands. Tender returns are expected shortly for the Grounds Maintenance contract, and procurement exercises for operating the Copper Box Arena and the London Aquatics Centre commenced in this period.



10 Year Anniversary Celebrations

This period saw the successful conclusion of celebrations to mark the 10 year anniversary of the London 2012 Olympic and Paralympic Games, with well attended events across the Park, including the Mayoral Anniversary Flame Lighting and the Celebrating 10 Years Festival Site and a successful marketing and communications campaign.

SHIFT: Inclusive Innovation District

Areas of activity on SHIFT in this period include:

- Recruitment of an Innovation Manager and Data/Digital Manager.
- Work on the SHIFT Business Plan continued for completion in November.
- Exploring a number of grant proposals and engaging with local authority partners as well as initiating new innovation trial ideas.
- Participation in a number of events, locally, regionally and internationally.

Town Planning

Following the decision to resolve to grant planning permission for the MSG Sphere development at the Planning Decisions Committee meeting in March 2022, work has continued on the additional advertising controls requested by PDC, with these measures briefed to PDC in December and are to be reported for approval at the PDC meeting in January.

On the transition of planning powers, continued progress is being made across all of the workstreams. Joint risks and actions have been identified, with the period Jan-March 2023 in particular key for decisions in relation to staff and data transfer.



On Development Management, although there were no applications reported to PDC for decision in November and December, the Committee did receive pre-submission briefings on development proposals in Fish Island, Hackney Wick and Stratford. Work has continued during the period on a number of major applications to complete s.106 legal agreements or in preparation for reporting to PDC in the early part of 2023.

The set up of the Community Review Panel (CRP) is close to completion, with member selection workshops and training/induction workshops scheduled for the next period. The first scheme review is currently scheduled to take place on 14 February, with monthly review meetings timetabled in across 2023. There will be an update on the CRP membership at the March Board meeting.

LLDC has awarded more than £2 million to 16 local community projects in the first bidding round of the 2022 Carbon Offset Fund. LLDC collects carbon offsetting monies from developers who build new developments that require planning permission in its area. Development is required by planning policy to be net zero carbon and achieve as much carbon reduction through on-site measures as possible. Any gap between this and net zero has to be met by payment of a financial sum that can be used by the Local Planning Authority towards funding of projects that reduce carbon emissions elsewhere. The 16 successful projects bring a range of benefits to communities and organisations across Hackney, Newham, Tower Hamlets and Waltham Forest. For example through reduced energy demand, better insulation, reprocessing of food waste locally to use for local food growing, and reducing carbon emissions through changed behaviours by education and engagement with communities, schools and businesses. In many cases projects are being match funded and the LLDC funding award is enabling projects to take place or to achieve greater benefit. **More information can be found here.**

East Bank

At Stratford Waterfront, construction work has continued. The four building structures are now well progressed and construction of the public realm underway.

UCL East's One Pool Street site opened to students in this period following completion of construction works. The new building is also the new home of the Global Disability Innovation Hub (GDI Hub), and its new research centre was opened in December 2022 by the Minister for



Disabled People, Tom Pursglove. The Minister met members of the GDI Hub team and also got to see first-hand just how accessible the venues on the Park are, particularly when he visited the London Aquatics Centre. The visit, which coincided with the International Day of Disability, was filmed by the Government's Disability Unit and can be watched back **here**. More information about the pioneering work of the GDI Hub in driving disability innovation can be found **here**.

Construction works for UCL East's Marshgate site are progressing, this is scheduled to open for the new academic year later in 2023.

LLDC is contributing to the Mayor of London's target of net zero carbon (NZC) by 2030, aligned with a 1.5°C maximum global temperature increase above pre-industrial levels. A summary of key activities towards this ambition in this reporting period includes:

- LLDC November 2022 budget submission included details of LLDC's response to supporting the Mayor to achieve his target to make London net zero carbon by 2030 – in particular LLDC's estimate of baseline emissions trajectory to 2030 for the agreed scope (reported to LLDC's Board in January 2023).
- Building LLDC's sustainability requirements (including NZC 2030) into the LLDC development pipeline (technically and contractually).

Community Infrastructure Levy (CIL) collection and allocation

For LLDC CIL, LLDC received £3,066,316.54 in this period. For Mayoral CIL, LLDC received £1,908,579.67.

KEY RISKS AND ISSUES

| SUMMARY | IMPACT | MITIGATION | RAG |
|--|--|---|-----|
| Issue/risk relating to East Bank budget and programme. | | Management of Project Management Partner, focus on risk mitigation, design management and partner engagement. Engagement with GLA on funding. | R |
| Risk relating to delivery of Housing Delivery Plan ahead of Transition. | Financial and reputational impacts. | Close working with GLA, monitoring of progress against the plan, resolving issues relating to individual development, ensure attractive propositions to market. | R |
| Risk about the impacts of Health and Safety failures, including East Bank. | The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage. | A comprehensive Health and Safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its project management partner. Oversight through Health, Safety and Security Committee. | R |
| Risk relating to security on the Park and the threat level. | Reputational, operational and financial implications. | Monitoring threat levels across the Park ensuring appropriate security resource and implementation of new initiatives. | R |
| Amber issue relating to London Stadium crowd control: more issues in grounds since lockdown including drug use, pyrotechnics and pitch incursions. | | Working closely with partners including West Ham United. | A |

COMMUNITY

An attractive and inspiring place where people come together to achieve great things.

From the very outset, Queen Elizabeth Olympic Park has been designed with community firmly in mind. The value of its open space and parklands as somewhere to escape the stresses of the city has never been more evident as during the COVID-19 pandemic in 2020, when it provided a safe environment in which people were able to engage with nature, meet up with friends and family, and improve their mental and physical wellbeing.

LLDC's ambition for Queen Elizabeth Olympic Park is that it should be a place where people want to spend time; a biodiverse and sustainable district of London where people can come together to share space and ideas, and a place which continues to serve local communities in a wide range of different ways. Through implementation of its Code of Consultation, LLDC is committed to giving communities the opportunity to shape the development and activation of the Park to meet their needs and requirements. LLDC will continue

to collaborate closely with the Growth Boroughs to support this, seeking to complement strategies such as Towards a Better Newham, which uses community health, wellbeing and happiness as a prime measure of economic success for the first time.

Using its levers as a landowner, planning authority, and regeneration agency, and together with its Borough partners, LLDC will support community wellbeing in and around Queen Elizabeth Olympic Park through:

- Building successful communities
- Connecting communities
- Supporting sustainable lifestyles
- Creating an asset for the whole community
- Supporting community networks

(extract from QEOP Strategy to 2025)



PROGRESS AGAINST COMMUNITY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|--|
| Planning consent granted for Pudding Mill Lane. | Planning Application was approved at Planning Decisions Committee in October 2022, subject to a Section 106 Agreement. |
| Hackney Wick Neighbourhood Centre: commencement of construction. | Notting Hill Genesis were selected as developer in 2021/22. The Reserved Matters Application was recommended for approval by the Planning Decisions Committee in this period. The vacant possession process has commenced ahead of start on site which is scheduled for early 2023. |
| Rick Roberts Way: land swap concluded with LBN; commence development partner procurement. | <p>COMPLETE</p> <p>Approval has been secured from Board for a consolidation of interests with LB Newham and the land swap has completed. The SQ (Sifting Questionnaire) stage of procurement for the developer has completed and the ITT stage of procurement commenced in this period.</p> |
| Chobham Manor development complete: all 880 units built and occupied. | <p>COMPLETE</p> <p>Construction of the final homes at Chobham Manor completed in 2022/23, with construction of Phase 4 completing.</p> |
| East Wick and Sweetwater Phase 2 construction commences. | Phase 2 early works have started on site with the hoarding erected and tree removal, main works are due to commence in the next period. |
| Developer selected for Stratford Waterfront and Bridgewater residential development; joint venture established. | <p>COMPLETE</p> <p>It was announced in 2022/23 that following a procurement process, Ballymore and LLDC have formed a Joint Venture to deliver Stratford Waterfront and Bridgewater Triangle.</p> |
| Planning consent granted for Bridgewater Triangle. | Outline Planning for Bridgewater Triangle was approved by the Planning Decisions Committee in this period, subject to work on allotments and completion of Section 106 negotiations. |

PROGRESS AGAINST COMMUNITY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|--|
| <p>Progress development strategy for Bromley by Bow.</p> | <p>LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications have been approved. These sites have since been acquired by The Guinness Partnership who have increased the percentage of affordable homes to be built to 50%, and construction is underway.</p> <p>Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area, which will come forward following Transport for London (TfL) junction works to the A12. Project at risk due to TfL funding constraints following the COVID-19 crisis, discussion ongoing with TfL and other funding options are being explored.</p> |
| <p>Stratford Station Strategic Outline Business Plan submitted.</p> | <p>Work underway to support the submission of the Strategic Outline Business Plan by the end of 2022/23. First draft completed.</p> |
| <p>Progress delivery of enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park.</p> | <p>Wick Lane (Bow East) - initial feasibility project concluded in this period. Stratford Walk stage 4 design being reviewed.</p> |
| <p>Complete sale of Chobham Farm.</p> | <p>A purchaser for the Chobham Farm North site has been approved with a view to complete in the next period.</p> |
| <p>Agree delivery strategy for Aquatics Triangle.</p> | <p>Viability concerns likely to postpone Aquatics Triangle.</p> |
| <p>Delivery of the Great Get Together and any smaller community events on the Park.</p> | <p>COMPLETE</p> <p>The Great Get Together was held successfully in summer 2022.</p> |
| <p>Delivery of an annual Youth Conference in conjunction with partners.</p> | <p>Elevate (the new name for the Legacy Youth Board) is planning a Future Me, Future Youth conference for the next period.</p> |
| <p>Delivery of visitor services through Park Champion volunteers, the Information Point and Park Champions.</p> | <p>Mobility Service and Information Point are open. The Information Point operations has moved to the nearby Pavilion building at IQL.</p> |

COMMENTARY ON KEY COMMUNITY PROJECTS

Agreement has been made with the Mayor of London on a 50% affordable housing provision across all future housing developments on LLDC land. A portfolio approach has been agreed on Stratford Waterfront, Pudding Mill Lane, and Rick Roberts Way. Chobham Manor and East Wick and Sweetwater affordable housing was contracted before the Mayor's policy was implemented.

Chobham Manor

The Chobham Manor development, bringing 880 homes to the Park, completed in this period.

Sales of the final phase - Phase 4 - are progressing well, with 144 of 161 market sale homes sold.

The development won the Best Large Development category in this year's Evening Standard New Homes Awards.



East Wick and Sweetwater

Construction of 302 homes at East Wick and Sweetwater Phase 1 completed in 2021/22. All homes for sale have been sold and commercial lettings are ongoing. The Mobile Garden has been relocated to the south of the lower tier on Hackney Bridge.

Planning permission was granted in 2021/22 for the Reserved Matters applications for Phases 4 and 5 of the development - totaling 744 homes - allowing detailed design work to progress. Of these, 226 homes are affordable. All future phases of the development have now been approved.

Phase 2 Early Works have started on site with the hoarding erected and tree removal, main works are due to commence in the next period.

Hackney Wick Central

Spanning the boundary between the London Boroughs of Hackney and Tower Hamlets, the Hackney Wick Central development will provide a new neighbourhood centre around the recently improved Hackney Wick Station, building on the distinctive character and heritage of the area.

The site will include workspace, retail, and community facilities, as well as up to 200 new homes.

The vacant possession process for the site has completed by the developers, Notting Hill Genesis, with construction due to commence in the next period.

Pudding Mill and Stratford Waterfront

Plans for Pudding Mill Lane include new homes to meet the needs of families, a new neighbourhood centre around Pudding Mill Lane Docklands Light Railway (DLR) station, creation of new workspace and improving connections between Queen Elizabeth Olympic Park to Stratford High Street and beyond. Pudding Mill is comprised of two sites: Pudding Mill Lane and Bridgewater which together will deliver around 1,500 new homes and workspace for around 2,000 people.

The Planning Application for Pudding Mill Lane was approved at Planning Decisions Committee in October 2022, subject to a Section 106 Agreement. Selection Questionnaire (SQ) and Invitation to Submit an Outline Proposal (ISOP) procurement documentation is being prepared for launch in January 2023. Investment Committee approved procurement launch at its meeting in December 2022 and the Board approved creation of SPV and funding agreement with GLA in November 2022.

Stratford East London Partnerships, LLDC and Ballymore's Joint Venture (JV) Partnership for Stratford Waterfront and Bridgewater Triangle, have completed the main procurement of Professional Teams. The first JV Board meeting was also held in this period. The Bridgewater Outline Planning Application has been approved, subject to finalising the Section 106 Agreement, in particular, the mitigation scheme for the allotments.

Rick Roberts Way

The SQ (Selection Questionnaire) stage of procurement for the developer was completed and the ITT stage launched in this period. Bidders expressed concerns regarding ITT timescales and so the deadline for responses was extended to the end of January 2023. Anticipated contract award in May 2023, which is on original programme timescales.

Stratford Station

LLDC have completed stage one of the public consultations for the Stratford Station development, seeking the views of local residents, visitors, passengers, and businesses on what they think about the station now and how it could be improved in the future. Stage two of public consultation continued, with over 1,000 responses received. This is a key step in the work LLDC is undertaking in partnership with London Borough of Newham, TfL, and Network Rail to secure funding for the long-term redevelopment of the station. Work is underway to support the submission of the Strategic Outline Business Plan by YUF'm&\$&' #&(: the first draft is complete"



Living Places

LLDC's two groups of young people, Legacy Youth Voice and Legacy Youth Board, are diverse groups of 14 to 25 year olds from the four neighbouring Boroughs, which regularly review and provide valuable input to our strategies, plans, design and development proposals. The groups completed a re-branding exercise and launched their new identity - Elevate - at the Good Growth Hub on 21 November 2022, which was well attended by youth partners and stakeholders. This builds on the success of Legacy Youth Board and Legacy Youth Voice, enhancing

reach and impact. Elevate is described as "a youth collective driving innovation, shaping change and elevating futures in East London". Elevate will involve, connect and inspire young people of east London to the opportunities on Queen Elizabeth Olympic Park. Elevate is working on the Future Me, Future Youth Event which is scheduled to take place at Here East on 18 March. Recruitment for new board members for Elevate has commenced for appointment in March 2023.

The Mobile Garden opened at its new location at East Wick and Sweetwater (at Hackney Bridge) with an event on 27 September, together with a Your Neighbourhood Talks event. Three sessions a week are currently being run at the gardens and an outreach plan is underway.

The October Park Panel meeting was held at LLDC's office with a focus on Community Infrastructure Levy Neighbourhood Priorities Fund projects, an update on The Yard's interim operating model and a session with the Panel on how the meetings are run.

Funding is being sought to secure delivery of the 2023 Great Get Together community event.

Works have begun for the Inclusive Cycling Centre of Excellence.

East Education

A workshop took place with East Bank partners in this period as part of East Education to develop a delivery plan/model for taking forward the CPD programme; the V&A hosted a Teacher CPD session at the Good Growth Hub.

The East Summer School evaluation report was finalised in this period.

The GLA Climate Kick Schools event was held at London Stadium in this period with support from East Education and Class of Your Own.

East Education partners hosted a workshop as part of Creative Schools Symposium in November.

KEY RISKS AND ISSUES

| SUMMARY | IMPACT | MITIGATION | RAG |
|---|---|--|-----|
| Stratford Station insufficient for growing demand. | Strategic and operational impacts. Potential limiter on economic development in Stratford area. | Work with partners to determine and deliver transport projects to improve infrastructure. | R |
| Issue relating to carbon savings from the District Heating Network. | | Liaison with GLA, central government and with Equans. | R |
| Risk about successful implementation of the Local Plan including sufficiency of community infrastructure. | Reputational impacts. | Progress reporting including annual monitoring report, review of local plan including population forecasts. | G |
| Risk relating to sustainability objectives and responding to the climate emergency. | Missing opportunities and reputational impacts. | Delivery of sustainability programme, close work with partners, monitoring and reporting on KPIs. | A |
| Risk relating to delivery of physical connectivity programmes on the Park. | Missing opportunities and reputational impacts. | Partner engagement on delivery and funding. | G |
| Risk relating to park and venue operations. | Poor visitor experience, financial impacts. | Contractual and working arrangements in place with operators; communications and marketing. | A |
| Risk relating to Rick Roberts Way programme. | Financial and programme impacts. | Close working between LLDC functions, monitoring of economic climate, manage procurement programme to ensure that this runs to programme, flag any issues early. | R |

OPPORTUNITY

A place where local talent is celebrated and the benefits of regeneration can be shared by all.

Queen Elizabeth Olympic Park and the surrounding area is changing. The introduction of global businesses, world-renowned cultural and academic institutions, and high quality new neighbourhoods to the area is exciting and inspirational. Yet, without careful attention, there is a risk that it could create a place which is quite simply out of the reach of the people who have always lived here. A key part of the vision for the London 2012 Games was to ensure that this did not happen. It was the vision of a catalytic sporting event which brought with it the opportunity to transform some of the most deprived neighbourhoods and communities in the capital, to inspire young people and deliver a stronger future for them, and to close the gap between London's wealthiest and poorest communities for the benefit of future generations.

In advance of the London 2012 Games, the (then) Growth Boroughs created a strategic regeneration framework which set out how local lives would be improved by capitalising on the investment and global spotlight the Games would bring. Progress against a range of indicators was measured before and after the Games. While these 'convergence indicators' are no longer specifically tracked today, they have informed the development of LLDC's socio-economic programme, and the activity it continues to

deliver with local Boroughs and other partners, to ensure that the benefits of regeneration can be shared by all.

While some progress has been made in this area, there is still much to do. Addressing inequality is more pressing now than it has ever been, as east London emerges from a pandemic which has had a profound effect on its communities and significantly increased levels of economic, health and social deprivation. LLDC will fully support delivery of the London Recovery Programme which seeks to address these issues and lay the foundations for a fairer and more resilient society. The launch of the Good Growth Hub in 2021 will represent a significant step forward, providing an opportunity to connect local communities to the wealth of opportunities that will be created in the area over the coming years.

Using its levers as a landowner, planning authority, and regeneration agency, and together with its Borough partners, LLDC will support opportunity in and around Queen Elizabeth Olympic Park through:

- Ensuring a local and diverse Park workforce
- Realising the benefits of East Bank
- Supporting a diverse local talent pipeline

(extract from QEOP Strategy to 2025)



PROGRESS AGAINST OPPORTUNITY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|---|
| <p>Meeting and exceeding targets for construction and end use jobs for local people, Black, Asian and Minority Ethnic groups, disabled people, women and apprentices.</p> <p>Construction workforce:</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 5% of the workforce are apprentices | <p>The most recent construction figures available are to end of December 2022.</p> <ul style="list-style-type: none"> • 21% of construction employees working on the Park are Host Borough residents • 82% of the workforce are from Black, Asian, and Minority Ethnic (BAME) groups • 6% of the workforce are women • 3% of the workforce are disabled people • 4% of the workforce are apprentices <p>LLDC has implemented performance improvement steps with Mace, the programme management partner for Stratford Waterfront East Bank, to review under-performance for apprentices.</p> |
| <p>End-use</p> <ul style="list-style-type: none"> • 25-85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3-5% are disabled people • 5% are apprentices | <p>Copper Box Arena and London Aquatics Centre Workforce performance as of March 2022 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 70% workforce Host Borough residents • 28% workforce are from BAME groups • 58% workforce are women • 1% workforce are disabled people • There are no apprentices currently working across the two sites <p>Estates and Facilities Workforce performance as of March 2022:</p> <ul style="list-style-type: none"> • 65% workforce Host Borough residents • 62% workforce are from BAME groups • 30% workforce are women • 8% workforce are disabled people • 6% are apprentices |
| <p>Successful operation of Build East: 50 apprenticeships per annum, 500 people trained in demand led construction skills.</p> | <p>Build East opened to learners in 2021/22 and in 9 months of operation there were 34 apprenticeships and 444 people trained.</p> |

PROGRESS AGAINST OPPORTUNITY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|--|---|
| <p>Successful operation of the Good Growth Hub, the physical facility to consolidate and scale the East Works, including meeting engagement targets.</p> | <p>The Good Growth Hub has been operating well, further information can be found below. Information relating to year 2 targets will be reported in the first report of 2023/24.</p> |
| <p>Deliver prosperity index research.</p> | <p>The first phase of the prosperity index longitudinal study is complete and was reported to the LLDC Board in November 2022.</p> |
| <p>Completion of 2021/22 Shared Training and Employment Programme (STEP) programme and commencement of 2022/23 programme.</p> | <p>COMPLETE</p> <p>STEP 2021/22 completed in this period and STEP 5 commenced in spring 2022, see below.</p> |
| <p>Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.</p> | <p>The Real World Learning Programme at School 21, a blend of classroom and work experience, will start in the next period, including 2 placements based with LLDC.</p> |
| <p>Progress EAST Education, an education engagement programme with East Bank partners.</p> | <p>COMPLETE</p> <p>East Summer School 2022 was held successfully in this period, see commentary below.</p> |

COMMENTARY ON OPPORTUNITY ACTIVITIES

Eastworks

Build East, the Construction Training Centre at East Wick opened to learners at the beginning of June 2021 as the hub for the Park's Training Association. The Training Association is an industry-led collaboration between two functional bodies (TfL and LLDC) working together through the Mayor's Construction Academy. A range of pre-employability training programmes have been designed to support under-represented groups to access apprenticeships and employment opportunities.

Build East is a green skills centre of excellence that is operated by a sector-leading training provider: The Skills Centre. It services opportunities from Stratford Waterfront employers as well as those on wider QEOP developments and beyond. Funding for the centre was secured from the Construction Industry Training Board (CITB) of £400k, an additional £100k from the LLDC and £100k funding from The Skills Centre. LLDC is in discussions with senior CITB colleagues to explore areas for cooperation and collaboration.

A rolling programme of pre-employment sessions for Growth Borough residents is ongoing and being commissioned specifically by Local Authority officers engaging with Build East.

Build East is delivering training in green skills that have been prioritised by the Mayor and is the key anchor through which the LLDC's built environment education programme (involving

Design...Engineer...Construct and the Hobs 3D/VR/AR Academy) is delivered.

Build East has an approved CITB Construction Skills Certification Centre - funded by LB Newham - that supplements its training programmes and allows site-based workers to update/ renew the cards needed to access sites. Work with Borough partners on Park-based construction employment and skills is continuing.

The Good Growth Hub (GGH) is designed to be a focal point for local people seeking Park based careers and for employers including East Bank partners, looking to recruit diverse, local talent, aiming to give information, advice, and guidance to over 2,500 local people and help over 450 people into work and support over 850 businesses to adopt inclusive working practices over the next 5 years. In this period the GGH:

- Reached agreement with the V&A to support the recruitment of 30 roles at their new Young V&A in Bethnal Green, which has led to the co-design of a new pre-employment programme for launch in 2023.
- Held discussions with LB Tower Hamlets employment brokerage service on plans to support delivery of their creative apprenticeship and internship programmes in 2023.



- Create an additional 10 STEP placements across a range of sectors, taking the total number of placements available this year to 34.
- Installed a new exhibition within the gallery space at the Good Growth Hub, profiling talented members of our GGH network. The exhibition launch featured a celebratory event which was delivered in partnership with local artists and community partners.

Shared Apprenticeship Programme: following the successful completion of a Feasibility Study, UCL have contracted London Progression Collaboration (LPC) on behalf of the East Bank partnership, to deliver a Shared Apprenticeship Programme that forms one strand of the New Talent Future Leaders (NTFL) Programme.

Through the Shared Apprenticeships Programme, East Bank partners will deliver 220 apprenticeships over 3 years. Apprentice starts will be with East Bank organisations and also through their supply chains. The partnership will also explore using their apprenticeship levy to support other local businesses create apprenticeships.

The programme will develop an inclusive apprenticeship charter to ensure there is a consistent and accessible approach to delivering apprenticeships across the partnership. The

programme will also investigate how partners can transfer levy to other organisations as well as exploring the development of a tailored standard to be delivered across multiple organisations.

In this period:

- Supplier and joint commissioning partners agreed working arrangements including interface with the GGH.
- A working group was established, with representation from across East Bank. The first meeting has been held where priorities for the first quarter were discussed.
- The group are co-designing Terms of Reference, parameters for the East Bank Levy Sharing Fund and the East Bank Charter on Apprenticeships.

KEY RISKS AND ISSUES

| SUMMARY | IMPACT | MITIGATION | RAG |
|--|---|---|-----|
| Risk relating to improving performance in Inclusion and Diversity (I&D) in relation to LLDC's workforce. | Missing opportunities and reputational impacts. | Delivery of I&D strategy action plan. | A |
| Red issue relating to reputational impact of residents' criticism of Fixed Estate Charge (FEC) and potential for changes to the FEC impacting on the Corporation's long term financial sustainability. | | Engagement with resident associations. Information on the website about FEC. Mayoral review underway. | R |
| Current national economic position and the projections over the coming months have the potential to have a negative impact on LLDC's objectives and activities. | Budget pressures and a reduction in benefits for the Park and surrounding area. | Close monitoring, engagement with GLA finance, project management of individual projects. | R |

SUPPORTING DELIVERY

Increased financial sustainability for Queen Elizabeth Olympic Park.
Groundwork laid for post-Transition operation and oversight of Queen Elizabeth Olympic Park. A people-centred approach.

The strategic themes are supported by the following strategic enablers:

- Increased financial sustainability for Queen Elizabeth Olympic Park.
- Groundwork laid for post-Transition operation and oversight of Queen Elizabeth Olympic Park.
- A people-centred approach.



PROGRESS AGAINST SUPPORTING DELIVERY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|--|
| <p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p> | <p>The audits of the LLDC Group and E20 Stadium LLP financial statements are ongoing. The team are actively working with EY to conclude the outstanding technical matters; both sets of accounts are now expected to be signed and published by March 2023. For the E20 Stadium LLP accounts, Companies House are aware of the delays and have agreed an extension to March.</p> |
| <p>Park operational contracts tenders issued to the market.</p> | <p>Appointment of the preferred bidder for the security contact was made earlier in 2022 following a procurement exercise and the contract is now operational. Tender returns are expected shortly for the Grounds Maintenance contract, and procurement exercises for operating the Copper Box Arena and the London Aquatics Centre commenced in this period.</p> |
| <p>Progress LLDC's Transition strategy including Mayoral approval for proposed new arrangement and completion of consultation.</p> | <p>Following the Board's approval for the proposed approach to Transition at the March 2022 meeting, the Mayor of London approved the approach in September 2022. The consultation on the revised MDC boundary for the future phase of LLDC is scheduled to commence in the next period.</p> |
| <p>Health and safety: construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.</p> | <p>There has been a RIDDOR reportable incident at the East Bank Stratford Waterfront site. An operative working for Woodlands broke their forearm in two places whilst moving a cable drum out of a hoist in the V&A building in December 2022. The operative was taken to hospital. Woodlands have reported the incident to the Health and Safety Executive and Mace have commenced an investigation.</p> |
| <p>Deliver improvements for the safety of women and girls on the Park.</p> | <p>The report on the Women and Girls Safety project has been published. LLDC is working on a charter with stakeholders, as well as an action plan to deliver on the recommendations of the report. The project won 'Highly Commended for Best Project' at the Royal Town Planning Institute 2022 Awards for Planning Excellence.</p> |

COMMENTARY ON INSPIRE MILESTONES

Communications, Marketing and Strategy

The main marketing and communications focus in this period was to complete the campaign to mark the 10-year anniversary of the London 2012 Olympic and Paralympic Games in 2022 including on Park branding and the development of a microsite. The customer database and social media channels have seen significant growth in this period. The IOC has congratulated London on its campaign to celebrate the legacy achievements. Dozens of broadcasts came from the Park during this period including BBC News, Gardeners' Question Time, This Morning and Sky Sports.



LLDC's Chief Executive, Lyn Garner, and its Finance Director, Richard Irish, appeared before the London Assembly's Budget and Performance Committee. They were asked about our budget submission for 2023/24 and asked about topics such as London Stadium, the Fixed Estate Charge review, East Bank, housing delivery, jobs, transition, and net zero targets. The session is available to view [here](#).

Other activities in this period included:

- Completed the corporate brand refresh, using in house resourcing



- East Bank brand review underway
- Internal engagement: continued improvements on intranet and delivery of internal engagement programme

The Mayor of London's review of the Fixed Estate Charge is close to completion and is scheduled to be published in early 2023.

Finance

The audits of the LLDC Group and E20 Stadium LLP financial statements are ongoing. The team are actively working with EY to conclude the outstanding technical matters; both sets of accounts are now expected to be signed and published by March 2023. For the E20 Stadium LLP accounts, Companies House are aware of the delays and have agreed an extension to March.

Following Board approval, submission of LLDC's 2023/24 budget was made to the GLA.

Transition

LLDC was established as the first ever Mayoral Development Corporation in 2012, to take forward commitments made in the original London 2012 bid in relation to the physical and socio-economic regeneration of Stratford and the surrounding area. There remains significant work to do to fulfill the commitments made in the original London 2012 bid with respect to the regeneration of east London. However, it is anticipated that a large part of LLDC's role in this will be complete by 2025. With a robust prioritisation of its workload, key objectives will have been delivered by 2025 and plans will be in place for the delivery of ongoing functions and the long- term operation and oversight of Queen Elizabeth Olympic Park.

The Mayor and the LLDC Board have previously agreed that Town Planning powers will be returned to the boroughs by December 2024 and LLDC has engaged the Department for Levelling Up, Housing & Communities to achieve this.

In this period, following recommendations from the LLDC Board, the Mayor agreed:

- Town Planning powers will return to the four neighbouring boroughs on 1 December 2024
- From April 2025 LLDC will maintain its Mayoral Development Corporation status and will have a reduced remit, a reduced area

(subject to consultation) and a reconstituted Board and governance structure.

- The organisation will focus on oversight of Inclusive Economy (working closely with the four neighbouring Boroughs); estate, commercial and asset management; and the completion of the development programme.

In the next period, in line with the requirements of the Localism Act 2011, LLDC will launch a focused consultation on behalf of the Mayor, on proposals for a reduced Mayoral development area.

Health and Safety

In this period accidents remained low proportionate to the visitor numbers. There has been low level Anti-Social Behaviour such as cannabis smoking, indecent behaviour (between consenting adults) and incidents of phone snatching on the Park. LLDC is working with the police and LB Newham on joint initiatives to address this.

There was a stabbing outside London Aquatics Centre during a bicycle theft, three people were arrested and the bicycle owner has been discharged from hospital. Extra security has been provided in that area.

There has been a RIDDOR reportable incident at the East Bank Stratford Waterfront site. An operative working for Woodlands broke their forearm in two places whilst moving a cable drum out of a hoist in the V&A building in December 2022. The operative was taken to hospital. Woodlands have reported the incident to the Health and Safety Executive and Mace have commenced an investigation. Other incidents at East Bank included:

- a scaffold tower was blown over in high wind, it was not in use and there were no injuries.
- an electrician working on the UAL building got an electric shock from some temporary lighting and returned to work the next day.
- A length of conduit cover became detached from a prefabricated assembly of MEP equipment whilst being lifted into place and fell 10-12m and hit the roof deck, with nobody injured.
- An operative was pinned against a wall by a large mobile toolbox as it was being moved down a ramp, sustaining bruised ribs.
- A concrete plank being lifted into place by a tower crane cracked during its final placement, there were no injuries.

The Safety of Women and Girls

on and around Queen Elizabeth Olympic Park

Tell us what you think



London Legacy Development Corporation (LLDC) is working to identify ways in which we can improve the safety of women and girls across Queen Elizabeth Olympic Park and the wider Mayoral Development Corporation area.

We're proud that levels of crime on the Park are very low, but we want to be an exemplar - which is why we are taking steps to review our approach to safety and develop solutions to issues identified.

We want to hear from women and girls who use the Park and wider area to understand any safety concerns and improve their experience.

Scan the QR code to open the consultation survey.



This survey is open until 23:59 on Monday 6 December 2021.

Please note that this consultation is not for the purpose of reporting crime. To report a crime please contact the Police on 999 (emergency) or 101 (non-emergency).

LONDON LEGACY DEVELOPMENT CORPORATION



Safety of Women and Girls

Following the work LLDC has done on the Safety of Women and Girls and LLDC's seminar as part of the London Festival of Architecture, many organisations from around the world have been contacting LLDC for more information.

The report on the Women and Girls Safety project has been published and is available here.

LLDC is working on a charter with stakeholders, as well as an action plan to deliver on the recommendations of the report.

KEY RISKS AND ISSUES

| SUMMARY | IMPACT | MITIGATION | RAG |
|--|--|--|-----|
| Risk relating to meeting Long Term Model requirements through the Housing Delivery Plan. | Financial and/ or delivery impacts. Reputational impacts. | Housing strategy, tight monitoring and financial control, commercial opportunities, close working with GLA. | R |
| Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium. | Financial and reputational impacts. | E20 Stadium LLP Board and funders considering commercial options. Stadium operations brought in house. 5 year improvement plan in place. | R |
| Risk that HMRC rules against LLDC's Corporation Tax application. | Financial impact. | Tax and legal advice, engagement with HMRC, submitted application and awaiting response. | R |
| Risk relating to commercial performance, delivery of Park Business Plan. | Financial impacts, reduced income or increased costs. | Delivery of Sponsorship, Marketing and Park Assets Strategy. | R |
| Red issue relating to raising funding through philanthropy for East Bank, impacting on LLDC and GLA. | | Fundraising strategy in development with GLA. | R |
| Risk relating to the potential impact of Government/Mayoral policy change on the Corporation. | Programme delays, budget impacts. | Continue political engagement work and briefings. | G |
| Delivery of LLDC activities and objectives pre- and post-Transition. | Negative impacts on regeneration of the area; potential impact on staff retention. | Transition strategy being developed, updates presented to Board. Close working with key stakeholders. | A |

KEY RISKS AND ISSUES

| SUMMARY | IMPACT | MITIGATION | RAG |
|--|---|--|-----|
| Electrical capacity of Park requires reinforcement. | Financial impacts. | Energy strategy commissioned. Review and implement findings. | A |
| Risk relating to failure to embed fraud and assurance processes, including group subsidiaries (E20/LS185). | Financial and reputational impacts. | New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners. | A |
| Risk relating to information security non-compliance, including GDPR. Risk also relates to group subsidiaries (E20/LS185). | Potential loss, theft or corruption of data with reputational, business continuity and financial impacts. | Information security gap analysis complete, action plan being implemented. Ongoing information security briefings. | A |
| Issue of impact of residential tax on property developers, impacting on long term model. | | Close working with the GLA and management of impacts. | A |

