


# CORPORATE PERFORMANCE

JAN-MAR 2023  
QUARTER 4

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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 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 JANUARY TO MARCH 2023

**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 and Copper Box Arena. The ArcelorMittal Orbit re-opened following essential maintenance works.
- Handover of UCL East's Marshgate building, part of East Bank, from the contractor to UCL, ahead of opening for the start of the 2023/24 academic year.
- Continued construction works at Stratford Waterfront East Bank including the installation of signs for the V&A and London College of Fashion buildings.
- Announcement that the V&A has secured the David Bowie archive and will set up the David Bowie Centre for the Study of Performing Arts at the V&A East Storehouse in 2025.
- Completion of the second stage of procurement to select a developer for Rick Roberts Way, evaluation underway.
- Pudding Mill Lane Joint Venture procurement launched.
- Completion of construction works on the Gin Still at 3 Mills Studios.
- SHIFT: a UK Testbed Initiative has been launched on the Park with the Korean International Trade Association (KITA).
- Planning Decision Committee approval for the additional controls and the 5-year review mechanism for the illuminated façade for the MSG Sphere.
- Appointment of diverse consultants to produce Gender Inclusive Urban Design Guidance.
- The Neighbourhood Priorities Fund and the Safety of Women and Girls project were shortlisted for the Planning Awards.
- Completion of vacant possession for Hackney Wick Neighbourhood Centre to allow start on site to commence.
- Appointment of new board members for Elevate, the new name for the Legacy Youth Board. Elevate held the Future Me, Future Youth annual conference in March 2023.
- Successful delivery of East London Careers, engaging with almost 1,000 school children with creative, digital and STEAM careers unique to east London.
- Launch of a new business to business marketing campaign.
- Review of the Fixed Estate Charge published by 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.
- Completion of the 2022/23 football season at the London Stadium and complete works to prepare for summer concerts, athletics and Major League Baseball.
- Preparations for the Great Get Together community event to be held on the Park on 1 July.
- Commence main works at Phase 2 of the East Wick and Sweetwater development.
- Continue East Bank construction works.
- Launch second stage of Pudding Mill Lane developer procurement.
- Complete Rick Roberts Way developer procurement evaluation.
- Submission of Stratford Station Strategic Outline Business Case to Government.
- The millionth visitor for the ABBA Voyage show is expected.
- Complete the sale of Chobham Farm.
- Approval and publication of the 2021/22 statutory accounts.



## FINANCIAL PERFORMANCE SUMMARY

### CAPITAL SUMMARY

	Full Year Outturn £000	Full Year Budget £000	Variance to Budget £000
<b>CAPITAL INCOME</b>			
Development	11,433	13,555	(2,122)
East Bank	155,839	153,262	2,577
Park Operations and Venues - excl Trading	3,640	4,703	(1,063)
<b>Total Capital Income</b>	<b>170,911</b>	<b>171,520</b>	<b>(609)</b>

<b>CAPITAL EXPENDITURE</b>			
Construction	(359)	(368)	8
Development	(11,126)	(16,444)	5,318
Executive Office	(23)	(23)	0
Finance, Commercial and Corporate Services	(2,087)	(2,313)	226
East Bank	(157,402)	(188,260)	30,858
Park Operations and Venues - excl Trading	(10,107)	(16,182)	6,076
Regeneration and Community Partnerships	(229)	(604)	375
Stadium	(14,478)	(14,478)	0
Contingency	0	(9,075)	9,075
Corporation Tax	(158)	(158)	0
<b>Total Capital Expenditure</b>	<b>(195,969)</b>	<b>(247,905)</b>	<b>51,936</b>
<b>Total Net Capital Funding required (GLA)</b>	<b>(25,058)</b>	<b>(76,385)</b>	<b>51,327</b>

<b>BORROWINGS FROM THE GLA (£000)</b>	
Opening Balance	399,094
Closing Balance	441,642
Headroom Operational	75,858
Headroom Authorised	78,358

S106 & OPTEMS balance (£000)	36,005
CIL balance (£000)	17,075

## CAPITAL INCOME

- Within Development income, the Chobham Manor development is now complete and the agreed sales receipts cap reached (£151.4m). All the outstanding open market sale residential units comprising Phase 1 of the Eastwick and Sweetwater Development have also completed. Overall, income was £2.1m lower than budget due to slippage on other expected capital receipts.
- 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.
- The majority of the Park Operations and Venues capital income relates to contributions from Government grant and Community Infrastructure Levy towards the major refurbishment at 3 Mills Studios. The adverse variance (£1.1m) relates to income that is matched to expenditure and now re-profiled into future financial years (overall net nil impact).

## CAPITAL EXPENDITURE

- The underspend on Development mainly relates to equity investments into the Stratford Waterfront/ Bridgewater Triangle joint venture, which are now reprofiled into 2023/24.
- Total East Bank spend for the year is £30.9m lower than budget, largely reflecting over-estimated spend (for 2022/23) in the cashflow and slippage on the programme. The expenditure is reprofiled into future financial years.
- Expenditure on 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 underspend is largely due to a re-profiling of expenditure on the Hostile Vehicle Mitigation project.
- Note that the 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

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 AFC in the quarter
University of the Arts London		216.8	201.4	217.7	0.9	1.1
V&A		100.6	73.2	106.7	6.0	2.5
Sadler's Wells		111.1	82.4	118.7	7.7	4.3
BBC		91.5	69.4	103.2	11.7	2.3
Retail		9.4	7.6	8.8	-0.6	0.3
Public realm		60.3	38.5	65.7	5.4	0.3
Carpenters Land Bridge		7.9	7.9	8.2	0.3	-0.5
Sitewide contingency		19.4	0.0	0.6	-18.9	-0.3
<b>Stratford Waterfront Total</b>		<b>617.0</b>	<b>480.5</b>	<b>629.6</b>	<b>12.6</b>	<b>10.0</b>
LLDC Managed costs		58.3	48.1	58.2	-0.1	0.0
<b>Stratford Waterfront Programme Total</b>	<b>470.9</b>	<b>675.3</b>	<b>528.6</b>	<b>687.8</b>	<b>12.5</b>	<b>10.0</b>



### Commentary as at 31 March 2023:

- The 2023/24 budget submission (November 2022) was based on a construction AFC (“Stratford Waterfront Total”) of £615.2m reflecting an additional £40.0m of construction costs. The Current Baseline Budget shown above now includes this additional £40.0m budget plus additional budget for partner-funded changes agreed since the budget was proposed.
- The £40.0m overspend was largely driven by design risks that had 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 was to prolong the contractor design periods beyond 2022 and cause construction works to become concentrated towards the end of the delivery programme in 2023.
- The construction anticipated final cost (AFC) is £629.6m, £12.6m over the revised budget. The projected overspend is largely caused by slippage in building delivery dates, new design issues, and settlements with key contractors in excess of AFC allowances.
- The forecast handovers of buildings compared to projections in budget setting are as follows: UAL is projected to be 1 week later in early June, V&A has slipped by 7 weeks to the end of June 2023, Sadler’s Wells has slipped 6 weeks to the end of October, BBC has slipped 13 weeks to late December, and the Public Realm has slipped 3 weeks to mid-September.
- Risks to the AFC and forecast programme completion date remain and are contingent on concluding deals with package contractors on programme and cost, no further new design risks materialising, no further material delays and contractors delivering to Mace’s (the project manager) programme assumptions.

## REVENUE SUMMARY

Full Year 2022/23					
	£000			Variance Breakdown £000	
	Full Year Outturn	Full Year Budget	Variance to Budget	Savings Additional / (Shortfall)	Other
<b>REVENUE INCOME</b>					
East Bank	51	0	51	51	0
Commercial Strategy	0	340	(340)	(340)	0
Executive Office	5	5	0	0	0
Development	912	647	264	264	0
Finance, Commercial and Corporate Services	534	296	237	237	0
Park Operations and Venues	5,709	4,714	995	995	0
Trading (see breakdown below)	11,579	9,405	2,174	2,174	0
Planning Policy and Decisions	1,900	1,400	500	500	0
Regeneration and Community Partnerships	4	313	(308)	(308)	0
<b>Total Revenue Income</b>	<b>20,694</b>	<b>17,120</b>	<b>3,573</b>	<b>3,573</b>	<b>0</b>
<b>REVENUE EXPENDITURE</b>					
Communication, Marketing and Strategy	(2,271)	(2,060)	(211)	(211)	0
Commercial Strategy	(242)	(293)	50	50	0
Executive Office	(2,655)	(3,436)	781	781	0
Development	(479)	(320)	(159)	(159)	0
Finance, Commercial and Corporate Services	(6,372)	(6,674)	302	302	0
Park Operations and Venues	(11,878)	(11,065)	(812)	(812)	0
Trading (see breakdown below)	(12,790)	(9,294)	(3,496)	(3,496)	0
Planning Policy and Decisions	(3,361)	(3,058)	(303)	(303)	0
Regeneration and Community Partnerships	(2,471)	(3,402)	930	930	0
Stadium	(9,940)	(12,597)	2,656	0	2,656
Contingency	0	(1,956)	1,956	1,956	0
<b>Total Revenue Expenditure</b>	<b>(52,461)</b>	<b>(54,155)</b>	<b>1,694</b>	<b>(962)</b>	<b>2,656</b>
<b>Net Revenue Expenditure</b>	<b>(31,766)</b>	<b>(37,036)</b>	<b>5,267</b>	<b>2,611</b>	<b>2,656</b>
<b>TRADING</b>					
3 Mills Studios	1,872	1,505	367		
ArcelorMittal Orbit (AMO)	(333)	(345)	12		
Copper Box Arena	(1,513)	(688)	(825)		
Kiosks	22	20	3		
London Aquatics Centre	(2,577)	(1,303)	(1,273)		
Off Park Properties	47	112	(65)		
On Park Properties	724	522	201		
Other Trading	270	93	177		
The Podium	265	187	78		
Timber Lodge Café	11	8	3		
<b>Total Trading Net income/(expenditure)</b>	<b>(1,211)</b>	<b>111</b>	<b>(1,322)</b>		

## REVENUE INCOME

- Income arising from LLDC's Commercial Strategy was not delivered in 2022/23. Work is ongoing to secure commercial partners for the Park and venues; however, this is now budgeted to yield returns from 2023/24 onwards.
- The favourable variance in Development relates to additional Planning Performance Agreement income, which offsets 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, the positive income variance largely relates to 3 Mills Studios, which has exceeded income targets by operating at higher than anticipated occupancy levels.
- Unbudgeted Quality Review Panel activity within Planning Policy and Decisions has helped cover its costs.
- The adverse variance within Regeneration and Community Partnerships relates to third-party SHiFT contributions that were received and are matched to expenditure. As the expenditure was not incurred in 2022/23 the income is being deferred into future years (note there is a corresponding variance within expenditure).

## REVENUE EXPENDITURE

- The 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 underspend in Executive Office relates to lower costs from LLDC's office move to 5 Endeavour Square (and dilapidations at the previous office at 1 Stratford Place).
- The Park Operations and Venues variance (£0.8m) relates predominantly 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 procurement of LLDC's venue operators.
- The 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 underspend in Regeneration and Community Partnerships relates primarily to community and business engagement and socioeconomic regeneration activities, which were unspent in-year but are either committed (via grants) or aligned to the timing of development projects, and for SHiFT activities (offset by third-party contributions, above).
- The Stadium outturn reflects the financial performance for E20 Stadium LLP Group. The positive variance is as a result of:
  - Significantly increased utility costs reflecting market prices; electricity prices, which form the majority of utility costs, have been fixed for 2023/24 at a lower rate;
  - 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 in-housing 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	Outturn £000	Variance £000
<b>ADDITIONAL INCOME</b>			
Park Operations and Venues	92	92	-
Trading	1,749	3,923	2,174
<b>Total Additional Income</b>	<b>1,841</b>	<b>4,015</b>	<b>2,174</b>
<b>EXPENDITURE SAVINGS</b>			
Communication, Marketing and Strategy	110	110	-
Executive Office	109	853	744
Finance, Commercial and Corporate Services	163	72	(91)
Park Operations and Venues	953	621	(332)
Trading	(301)	(3,634)	(3,333)
<b>Total Expenditure Savings</b>	<b>1,032</b>	<b>(1,980)</b>	<b>(3,012)</b>
<b>Total Additional Income/Expenditure Savings</b>	<b>2,873</b>	<b>2,035</b>	<b>(838)</b>

- **Income opportunities:** LLDC has delivered additional income, mainly from 3 Mills Studios and interim uses of the Corporation's remaining development sites.
- **Discretionary spend:** The above income was more than offset by the additional inflationary pressures forecast on LLDC's operations, in particular at the London Aquatics 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 delivered in 2022/23 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.



# 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><b>COMPLETE</b></p> <p>Construction work has continued. Following the topping out of the UAL and V&amp;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><b>COMPLETE</b></p> <p>Work at the East Bank UCL East's One Pool Street site completed, and the facility opened to students in 2022. Construction works for UCL East's Marshgate site have completed, and the building handed over from the contractors to UCL.</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><b>COMPLETE</b></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 2021/22 was published in this period.</p>
<p>Complete works at 3 Mills Studios: Custom House; Screening Room; and Gin Still.</p>	<p><b>COMPLETE</b></p> <p>Construction works for the Custom House; Screening Room; and Gin Still completed. Future strategy for the Studios agreed.</p>
<p>Develop the QEOP advanced mobility programme.</p>	<p><b>COMPLETE</b></p> <p>LLDC is supporting the Hadley Group's delivery of a mobility hub at IQL, through specification input and capital funding.</p>

## PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

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

MILESTONES FOR COMPLETION IN 2022/23	PERFORMANCE AND COMMENTARY
<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><b>COMPLETE</b></p> <p>LLDC has continued to maintain safe and high-quality Parklands, supported by on Park, web, and social media communications.</p> <p>There were a total of just under 4.7m recorded visitors from April 2022 to January 2023. In 2019/20 there were just over 6m recorded visitors to the Park in the same period. LLDC is also looking at methods of recording visitor numbers as visitor figures from our venues exceed visitor figures recorded by CCTV and Park wi-fi regularly.</p> <p>The Park was awarded Green Flag Status for the ninth consecutive year in 2022/23.</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>The 2021/22 report is scheduled to be produced in the next period.</p>
<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 2022 and February 2023 there were: just under 230,000 visitors to the Copper Box Arena; and over 785,000 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, after which it was closed until early March for essential maintenance.</p>
<p>Delivery of 10 year anniversary celebrations for London 2012.</p>	<p><b>COMPLETE</b></p> <p>Anniversary celebrations completed successfully with well attended events across the Park, including the Mayoral Anniversary Flame Lighting and the Celebrating 10 Years Festival.</p>



## PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2022/23	PERFORMANCE AND COMMENTARY
Support safe delivery of major events including the summer concerts at the Stadium (Hella Mega tour, Foo Fighters, Red Hot Chilli Peppers) and Commonwealth Games Track Cycling.	<b>COMPLETE</b> 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.
Continue Stadium operations including football, other sports and concerts.	<b>COMPLETE</b> 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.
Deliver an effective and responsive planning service: At least 70% of applications determined in time.	<b>COMPLETE</b> In 2022/23 at least 70% of all applications were determined in time in all but one month.
Delivery of Town Planning programme, including: Annual Monitoring Report publication Planning Obligations SPD and Carbon Offset SPD adoption and publication.	<b>COMPLETE</b> The Annual Monitoring Report was approved by Board and published in 2022/23. The Getting to Net Zero (previously the Carbon Offset SPD) and the revised Planning Obligations.
Support the opportunities at interim use sites including Hackney Bridge and ABBA Arena.	<b>COMPLETE</b> Successful interim uses in place, including Hackney Bridge and ABBA Voyage.



## 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 a total of just over 4.7m recorded visitors from April 2022 to March 2023. In 2019/20 there were just over 6m recorded visitors to the Park in the same period. LLDC are currently looking at methods of recording visitor numbers as visitor figures from our venues exceed visitor figures recorded by CCTV and Park Wi-Fi regularly.

This period saw a number of successful events held in the Park, including: London Lions basketball and London Pulse netball matches; England Netball v Jamaica (14-15 January); Apex Legends esports (2-5 February); Legacy Cheer and Dance (11-12 February) at the Copper Box Arena; RunThrough Chase the Moon runs (11 January and 8 February); Lee Valley VeloPark race (25 February); National Junior Indoor Rowing Championships and Race the Thames at the Copper Box Arena (3 March); London Half Marathon and 10k at QEOP (5 March); RunThrough Chase the Moon (8 March); and the Abu Dhabi Grand Slam Jiu-Jitsu World Tour London (11-12 March).



Events in the next period include: the Arena Games Triathlon at the London Aquatics Centre (8 April); international boxing at the Copper Box Arena between Joe Joyce and Zhang Ahilei for the WHO interim heavyweight title (15 April); the Cyclist Track Days at the Lee Valley VeloPark (15-16 April); League of Legends Mid Season Invitational e-sports event at the Copper Box Arena (2-12 May 2023); the Great Willy Waddle (18 May); Great Britain hockey teams playing FIH Pro League matches at the Lee Valley Hockey and Tennis Centre during May and June: AP Race International at the London Aquatics Centre (27-29 May); Matchroom Sport UK Pool Open

Championship at the Copper Box Arena (30 May – 4 June); and the International Gay and Lesbian Aquatics Championships at the London Aquatics Centre (25-30 June).

Following completion of the 2022/23 football season, the London Stadium will be reconfigured to host summer events, including: Burna Boy (3 June); Major League Baseball World Tour: London Series 2023 (24-25 June); The Weeknd (7-8 July); and London Diamond League athletics (23 July).

In December 2022, the ArcelorMittal Orbit closed for essential maintenance repairs to the lift. Following remedial works undertaken by the Park's FM provider, the attraction re-opened in early March 2023.



Good progress has been made on re-procurement of operational contracts: appointment of the preferred bidder for the security contact was made in 2022 and the contract is now operational; the horticulture grounds maintenance contract is in evaluation (and has subsequently been awarded); procurement exercises for operating the CopperBox Arena, the London Aquatics Centre, the ArcelorMittal Orbit and the Podium are underway.

### SHIFT: Inclusive Innovation District

The SHIFT testbed programme has seen progress in various key areas this quarter. The team successfully commenced its first digital trial for the Urban Data Commons (UDC) platform and finalised its SHIFT trial agreement to enable this. Internal and external consultations were conducted to refine the company's digital and impact strategies. The team completed plans for an event series and membership model. A funding bid for Shared Prosperity Funding has been submitted to enable scalability and accelerate impact.

Eight innovative South Korean start-ups addressing challenges related to urban mobility and net-zero have been selected to validate their technologies in the UK. Innovation challenge statements were designed based on locally identified needs, and South Korean companies were invited to respond. The most exciting, impactful products were selected, and Connected Places Catapult and SHIFT will facilitate access to test environments on the Park and in Milton Keynes.



### Town Planning

Following the decision to resolve to grant planning permission for the MSG Sphere development at the Planning Decisions Committee (PDC) meeting in March 2022, in this period the PDC approved the additional controls and the 5-year review mechanism for the illuminated façade for the MSG Sphere. Work will now focus on finalising s.106 agreements before referring the MSG application to the Mayor for consideration. DLUHC has issued an Article 31 Direction for the application which restricts LLDC issuing any decision until the Secretary of State has decided whether to ‘call in’ the application for his determination.

Key achievements in this period include approval of an increase in PPDT’s discretionary charges (PPA fees) and the Bridge House development (40 dwellings) at PDC in February and a range of pre-submission briefings to PDC in February and March.

On planning policy, work on the draft Gender Inclusive Design Guide continues, alongside work on the AMR and Infrastructure List. Comments were issued on the LBN Reg18 draft Local Plan in February.

On planning powers transfer, progress is being made across all of the workstreams, particularly on data and CIL/s106 transfer. Key tasks, particularly on data, SI scope and people transfer, have been escalated with the Boroughs.

Both the Neighbourhood Priorities Fund and the Safety of Women and Girls project have been shortlisted for the Planning Awards during this period.

LLDC is pioneering work on gender mainstreaming. It is the first local planning authority that have gathered gender-disaggregated data to establish a baseline against which the results of the urban design interventions set to improve gender equality in the public realms will be measured. Following the evidence gathering, a consultation report, Women and Girls Safety Consultation Report, May 2022, was produced providing evidence base as well as setting goals and commitments that LLDC will undertake to narrow the gender inequality in the urban design and planning. One of the commitments was to prepare a Gender Inclusive Urban Design Guidance to give LLDC and those working within the area context and practical guidance on how development schemes and urban interventions can achieve a gender-inclusive urban environment through design and management. It is hoped that architects, planners and developers and other interested stakeholders will use this to inform their decision making, design and delivery of development and infrastructure proposals.

The work on preparing the Guidance is progressing. In January 2023 through a competitive process, LLDC appointed a diverse consultant team to deliver the work. It is anticipated that a robust public consultation on the draft document will be carried in April with the full report published in September. This will be the first of a kind guidance in the UK, appropriate for London and LLDC context for a range of planning and project typologies carried out by the LLDC in its capacity as a developer, regeneration body and a planning authority. It will also be applicable throughout an urban project’s lifecycle, from the initial brief, via stakeholder engagement, design and construction, through to implementation and monitoring. As such, it could, and should, set benchmark guidance for other London local authorities.



## East Bank

At Stratford Waterfront, construction work has continued. The four building structures have 'topped out' and construction of the public realm underway. This period saw the installation of signs for the V&A and London College of Fashion buildings.

This period saw the announcement that the V&A has secured David Bowie's archive and will set up the David Bowie Centre for the Study of Performing Arts at the V&A Storehouse at Here East as part of its East Bank offer in 2025. The announcement has generated a lot of coverage and excitement and LLDC is pleased to have such an important collection from a true British cultural icon on the Park.

Construction works for UCL East's Marshgate site have completed, and the building handed over from the contractors to UCL. Marshgate is scheduled to open for the new academic year later in 2023.

In this period, the East Bank Impact Report 2021/22 was published, setting out the work that has been done by East Bank partners to deliver benefits in and around the Park, to the local economy and to the partners as they become embedded in East London; it also starts to tell the story of East Bank's impact in numbers, focussing on the construction and pre-opening programme. The report can be found [here](#).

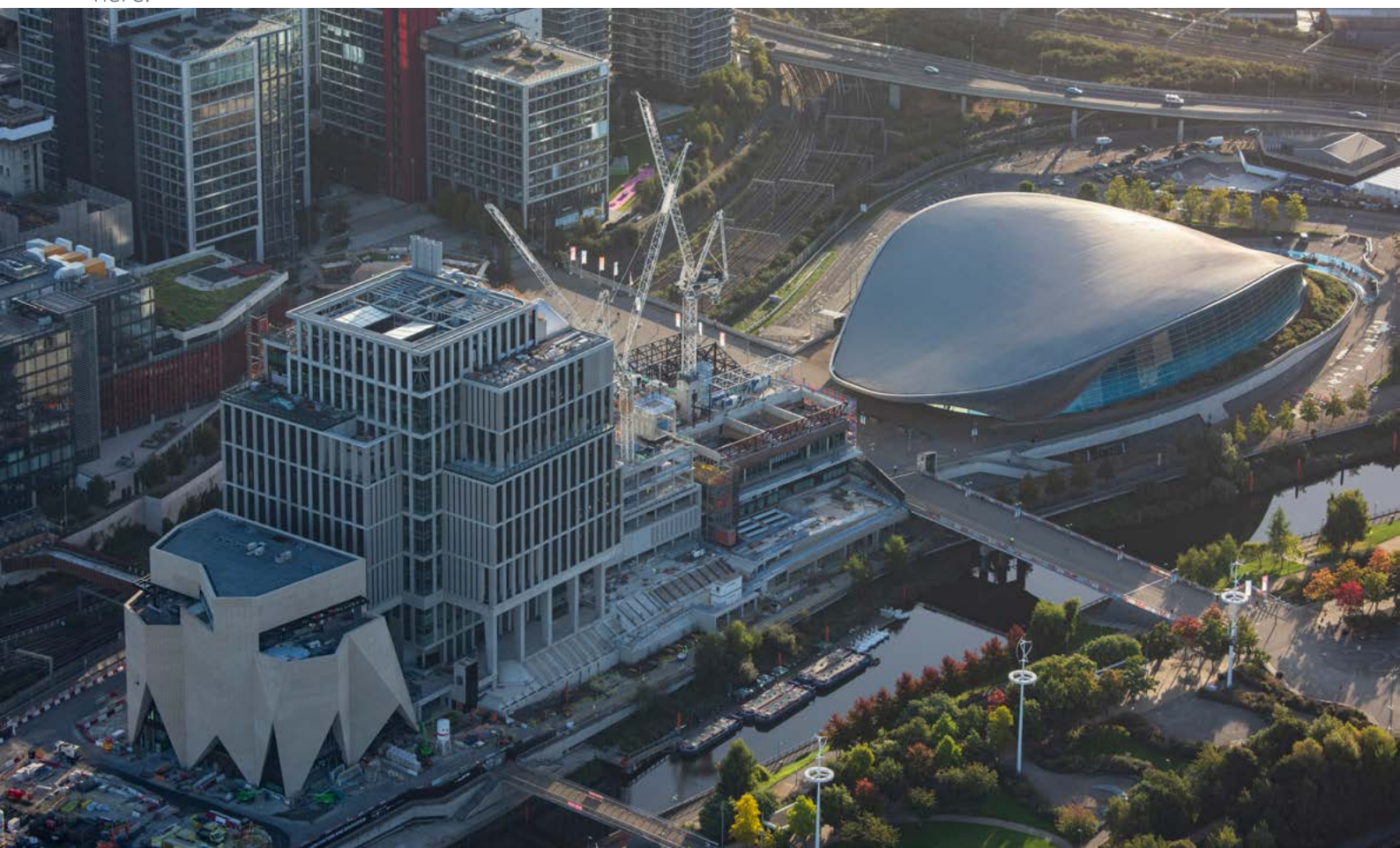
## Climate Emergency

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:

- Presenting a paper to the January 2023 LLDC Board, updating on progress towards NZC2030, and the associated costs and challenges of doing so.
- Pursuing funding options to support LLDC's NZC ambitions, specifically, the Mayor of London's "Net Zero Accelerators" fund.
- Building LLDC's sustainability requirements into the LLDC Park Operations & Venues operational contracts procurements – requiring contractors to support LLDC's 1.5°C aligned targets.

## Community Infrastructure Levy (CIL) collection and allocation

For LLDC CIL, LLDC received £0 in this period. For Mayoral CIL, LLDC received £517,864.50.



## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Issue relating to East Bank budget and programme.		Management of Project Management Partner, focus on risk mitigation, design management and partner engagement. Engagement with GLA finance.	<b>R</b>
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.	<b>R</b>
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.	<b>R</b>
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.	<b>R</b>
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.	<b>A</b>



# 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
<p>Planning consent granted for Pudding Mill Lane.</p>	<p>Planning Application was approved at Planning Decisions Committee in October 2022, subject to a Section 106 Agreement (being finalised and scheduled to complete in Q1 of 2023/24).</p>
<p>Hackney Wick Neighbourhood Centre: commencement of construction.</p>	<p><b>COMPLETE</b></p> <p>Vacant possession complete and site handed over to the contractor, satisfying start on site conditions linked to the GLA affordable housing grant.</p>
<p>Rick Roberts Way: land swap concluded with LBN; commence development partner procurement.</p>	<p><b>COMPLETE</b></p> <p>Approval has been secured from Board for a consolidation of interests with LB Newham and the land swap has completed. The ITT stage of developer procurement is complete. Invitations to Submit Final tenders have been issued for return in the next period and contract award scheduled for summer 2022.</p>
<p>Chobham Manor development complete: all 880 units built and occupied.</p>	<p><b>COMPLETE</b></p> <p>Construction of the final homes at Chobham Manor completed in 2022/23, with construction of Phase 4 completing.</p>
<p>East Wick and Sweetwater Phase 2 construction commences.</p>	<p>Phase 2 early works have started on site with the hoarding erected and tree removal, but main works have been delayed.</p>
<p>Developer selected for Stratford Waterfront and Bridgewater Triangle residential development; joint venture established.</p>	<p><b>COMPLETE</b></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>

## PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2022/23	PERFORMANCE AND COMMENTARY
<p>Planning consent granted for Bridgewater Triangle.</p>	<p><b>COMPLETE</b></p> <p>Planning for Bridgewater Triangle approved, subject to S106 which is agreed (subject to signatures).</p>
<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>The Strategic Outline Business Case submission has been delayed to May 2023, but the first draft has been issued to partners. Urban Design Framework currently being finalised with final comments from partners.</p>
<p>Progress delivery of enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park.</p>	<p><b>COMPLETE</b></p> <p>Good progress made across connectivity projects: launched closed procurement for Bromley by Bow placemaking and highways study; progressed Stratford Walk; approval for Westfield Avenue funding and delivery.</p>
<p>Complete sale of Chobham Farm.</p>	<p>A purchaser for Chobham North has been identified and completion is due in Q1 of 2023/24.</p>

## PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2022/23	PERFORMANCE AND COMMENTARY
Agree delivery strategy for Aquatics Triangle.	Viability concerns for Aquatics Triangle, on hold.
Delivery of the Great Get Together and any smaller community events on the Park.	<p><b>COMPLETE</b></p> <p>The Great Get Together was held successfully in summer 2022.</p>
Delivery of an annual Youth Conference in conjunction with partners.	<p><b>COMPLETE</b></p> <p>Elevate (the new name for the Legacy Youth Board) held the Future Me, Future Youth annual conference in March 2023.</p> 
Delivery of visitor services through Park Champion volunteers, the Information Point and Park Champions.	<p><b>COMPLETE</b></p> <p>Mobility Service and Information Point are open. The Information Point operations has moved to the nearby Pavilion building at IQL The Park Champions continue to provide a valuable service for the Park.</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 2022/23.

Sales of the final phase - Phase 4 - are progressing well, with 159 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 - totalling 744 homes - allowing detailed design work to progress. Of these, 226 homes are affordable. All future phases of the development have now been approved.

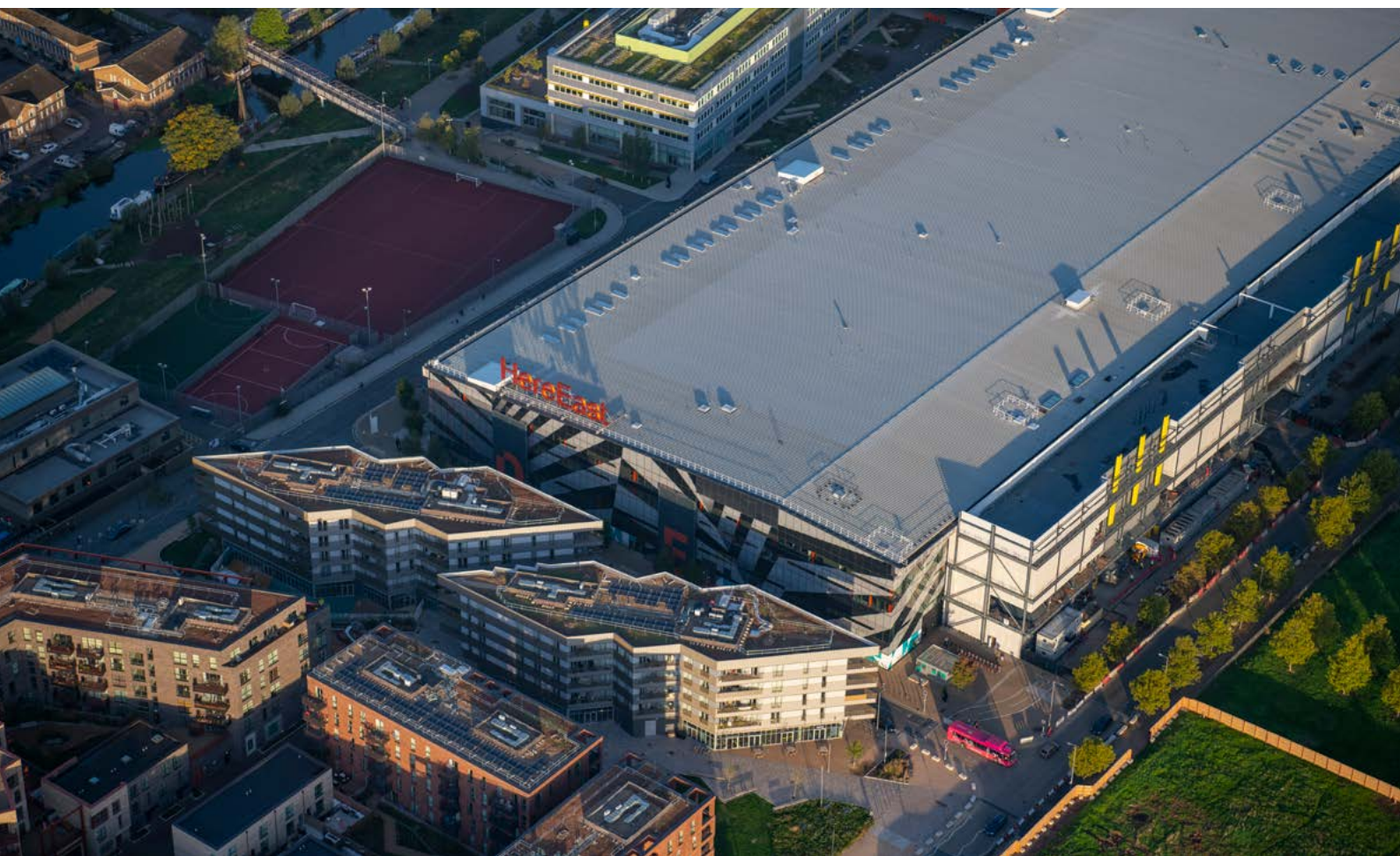
Phase 2 early works have started on site with the hoarding erected and tree removal but main works have been delayed and are now expected to start in 2023/24.

### 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 and the site handed over to the contractor, satisfying start on site conditions linked to the GLA affordable housing grant.



## **pudding Mill**

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 Triangle 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, which is close to completion. Investment Committee approved the procurement launch at its meeting in December 2022 and the Board approved creation of an SPV and funding agreement with GLA in November 2022. The Joint Venture procurement was launched on 18 January 2023. Appointment of a partner is expected in the second quarter of 2024.

## **Stratford Waterfront and Bridgewater Triangle**

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, which is close to completion in the next period.

## **Rick Roberts Way**

The ITT stage of developer procurement is complete. Invitations to Submit Final tenders have been issued for return in the next period and contract award scheduled for summer 2022.

## **Stratford Station**

LLDC have completed stage two 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, 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.



The Strategic Outline Business Case submission has been delayed to May 2023, but the first draft has been issued to partners. Urban Design Framework currently being finalised with final comments from partners.

## **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 in the previous period.

In this period, a successful Future Me, Future Youth conference was held on 18 March at Here East co-designed and led by members from Elevate. Many local partners attended and took part in the event, with circa 150 people in attendance.

Following a recruitment process, Elevate's new board members have been appointed and the on boarding process has commenced.

The March Park Panel took place with a focus on the next phase of LLDC and Lighthouse and Gardens. The Your Neighbourhood Talks, also in March, covered Community and Carbon Reduction with focus on LLDC Carbon offset fund projects.

Following funding being secured for the 2023 Great Get Together community event which will take place on 1 July, work has begun to plan for the event, including receipt of applications for community programming.

## 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. Seeking funding.	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, meeting planning and procurement timelines.	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

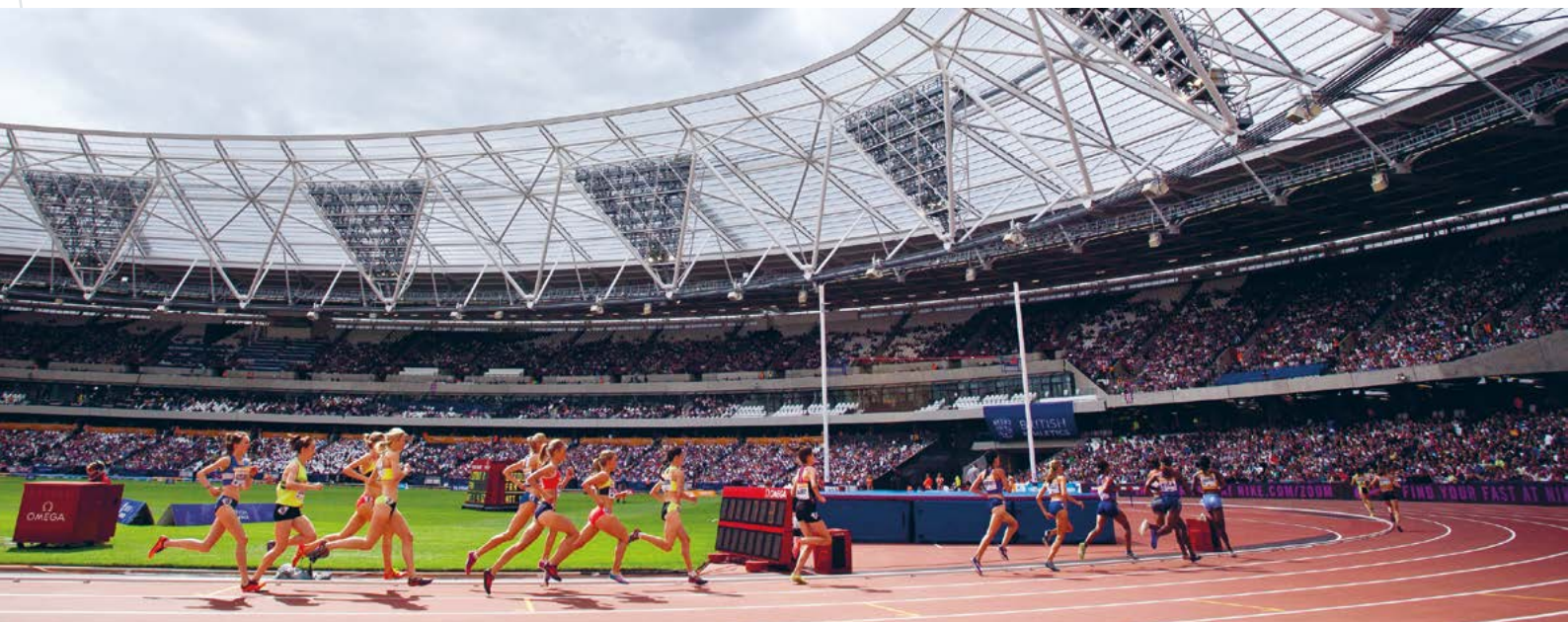
deliver with local Boroughs and other partners, to ensure that the benefits of regeneration can be shared by all.

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"> <li>• 28% of the workforce have permanent residency in Host Boroughs</li> <li>• 25% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 5% of the workforce are apprentices</li> </ul>	<p>The most recent construction figures available are to end of February 2023:</p> <ul style="list-style-type: none"> <li>• 21% of construction employees working on the Park are Host Borough residents</li> <li>• 82% of the workforce are from Black, Asian, and Minority Ethnic (BAME) groups</li> <li>• 5% of the workforce are women</li> <li>• 2% of the workforce are disabled people</li> <li>• 3% of the workforce are apprentices</li> </ul> <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"> <li>• 25-85% of the workforce are from Host Boroughs</li> <li>• 25% are from BAME groups</li> <li>• 50% are women</li> <li>• 3-5% are disabled people</li> <li>• 5% are apprentices</li> </ul>	<p>Copper Box Arena and London Aquatics Centre Workforce performance as of March 2023 (these figures are reported annually):</p> <ul style="list-style-type: none"> <li>• 68% workforce Host Borough residents</li> <li>• 36% workforce are from BAME groups</li> <li>• 66% workforce are women</li> <li>• 6% workforce are disabled people</li> <li>• There were no apprentices currently working across the two sites in 2022/23 (three starts subsequently).</li> </ul> <p>Estates and Facilities Workforce performance as of March 2022:</p> <ul style="list-style-type: none"> <li>• 65% workforce Host Borough residents</li> <li>• 45% workforce are from BAME groups</li> <li>• 38% workforce are women</li> <li>• 7% workforce are disabled people</li> <li>• 3.5% are apprentices</li> </ul>
<p>Successful operation of Build East: 50 apprenticeships per annum, 500 people trained in demand led construction skills.</p>	<p><b>COMPLETE</b></p> <p>In 2022/23 88 apprentices were trained and 1,674 people were trained in demand led construction skills, including pre-employment courses, upskilling the construction workforce delivered at the centre and also eSkills online and onsite training. All learners associated with Build East lived in an East London post code.</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><b>COMPLETE</b></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><b>COMPLETE</b></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><b>COMPLETE</b></p> <p>STEP 6 programme is underway, with 10 young people starting individual 12-month placement; recruitment of an extra 14 placements for STEP 7 commenced in this period.</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><b>COMPLETE</b></p> <p>East Education has continued including the successful delivery of East Summer School and, in this period, East Careers Week.</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 further 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 is delivered.

Work with Borough partners on Park-based construction employment and skills is continuing.

In this period:

- Progress was made for the Future Gardeners programme in securing funding, agreeing KPIs and developing promotional materials.
- A Pre-planning application meeting was held for a fourth cabin at Build East which would be used to deliver green skills training.
- A job fair was held on site on 8 March with over 150 people attending.

**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:

Increased the number of high-quality employment and training opportunities accessible to local residents including: the launch of a pre-employment training programme to support the recruitment of 28 roles at the new Young V&A site in Bethnal Green; co-delivery of a training programme to make employment opportunities in digital design more visible and accessible to local people. These were co-delivered with a range of industry partners which included Bynd, Made by Many, Sennep, The Skills Lab, and ustwo; and closed employer recruitment for STEP 7. Through the campaign, 60 employers in the creative and cultural industries expressed an interest in joining STEP to create London Living Wage placements and access support to adopt inclusive working practices.

Delivered a range of activities which support school children to engage early with the Good Growth Hub during the Future Me, Future Youth conference.

Delivered activities with local boroughs and partners to build capacity, share best practice and work towards shared goals and ambitions, including: an event to support the local boroughs to co-design activities for local communities in the Hackney Wick Fish Island area; renewal of programme connecting Newham residents to LLW paid opportunities with employers in the Royal Docks; and a community owned programme of events to develop GGH community members and showcase local talent

**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:

- A workshop was held to finalise designs of Shared Apprenticeships Charter with members of the Working Group.

- Recruitmet for a new East Bank partner representative to act as programme lead, following the departure of the Chair of the East Bank Board.

### EAST Education

East Careers week took place on the Park between 8 and 10 March with 28 different workshops, a panel discussion and tours engaging almost 1000 schoolchildren. The East Careers Week engages young people with creative, digital and STEAM careers unique to east London and the pathways they need to take to get into those careers and provides transferable employability skills needed for future jobs in any industry.

As part of East Careers Week, almost 600 14-18-year-olds got to see two incredible demonstrations by two of the world's leading visual effects teams, Industrial Light and Magic (ILM) and Solotech - two of the companies who help bring ABBA Voyage to life.

## 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
Green 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 complete.	G
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 audit of E20 Stadium LLP financial statements has completed; the LLDC Group audit is still ongoing. The team are actively working with EY to conclude the outstanding technical matters with the aim to complete on the next period.</p>
<p>Park operational contracts tenders issued to the market.</p>	<p>Good progress has been made on re-procurement of operational contracts: appointment of the preferred bidder for the security contact was made in 2022 and the contract is now operational; the horticulture grounds maintenance contract is in evaluation (and has subsequently been awarded); procurement exercises for operating the CopperBox Arena, the London Aquatics Centre, the ArcelorMittal Orbit and the Podium are underway.</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 has commenced for completion in the next period and discussions with Government on the legislative programme are ongoing.</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><b>COMPLETE</b></p> <p>There have been 3 RIDDOR reportable incidents in 2022/23 and just over 3.4 million construction hours worked, a rate of 0.09 reportable accidents per 100,000 hours worked.</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 SUPPORTING DELIVERY MILESTONES

### Communications, Marketing and Strategy

The main marketing and communications focus in this period included the launch of the Be More. Be Here campaign. This is aimed at business professionals, companies and brands to help them to understand the business opportunities of the Park and make it an attractive proposition for potential partners and clients. It sets out why the Park is a home for innovators, risk taker and mark-makers. More information can be found [here](#).



The team also provided support to the Chief Executive and Chair's appearance at the London Assembly. The Assembly were looking at whether LLDC and OPDC - the other Mayoral Development Corporation in London - are delivering for London. Topics discussed included LLDC's finances, London Stadium, Stratford Station, the Fixed Estate Charge and Net Zero. A video of the session is available [here](#).

This period also saw the launch of new hoardings on the Park, with LLDC's refreshed branding.

### 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 [the audited LLDC 2021/22 Annual Report and Accounts have subsequently been approved by the Advisory Panel of LLDC's Board in April 2023, subject to satisfactory conclusion of outstanding matters]. For the E20 Stadium LLP accounts, Companies House agreed an extension to March and the Accounts were approved and submitted by this revised deadline.

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

### Next phase of LLDC

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.

The consultation period for the reduced Mayoral development area was launched in this period and will run to May 2023, This can be found on the Queen Elizabeth Olympic Park [website](#).





As part of the consultation, stakeholders are invited to respond to four key questions via an online form. The proposal suggests that the area should be reduced to include the core part of the Queen Elizabeth Olympic Park in which LLDC owns, manages or operates land. If approved and subject to necessary Parliamentary procedures the reduced area will come into effect on 1 December 2024. While these dates are not dependent on one another, it is also the date that Town Planning powers are scheduled to be returned to the Growth Boroughs. LLDC has written to stakeholders, including the London Assembly and local Assembly members, the Growth Borough Partnership, and local MPs, to invite their responses to the consultation. There is a London Assemble Plenary session scheduled for 18 May 2023 on the boundary consultation. LLDC has included a link in the LLDC stakeholder newsletter which reaches in the region of 800 stakeholders.

### Health and Safety

In this period accidents remained low proportionate to the visitor numbers. There has been an increase in robberies on the Park and we are working with the Police and LB Newham on joint initiatives to address this. The police have made four arrests and confiscated 12 e-bikes. There was also a stabbing incident in East Village, with an arrest made.

There has been a RIDDOR reportable incident at the East Bank Stratford Waterfront site, the second reportable incident at the site in 2022/23. On 12 January 2023, an operative working for PJ Careys on the V&A was assisting a telehandler forklift to offload a bundle of rebar. Whilst assisting with the lifting operation, an underslung bundle of reinforcement caught the IP on his left leg causing him to trip over his own feet and fall over onto his right side. It was later found that the operative sustained a fracture to the elbow. A lessons learnt report has been undertaken.

There was a near miss at the East Bank Stratford Waterfront site: on 20 February during an unloading operation by Portview, part of the load fell from the bed of the lorry from the opposite side where the forklift was unloading. No injuries were sustained. An incident review and lessons learnt report was produced on the incident and issued by Portview. Footage of the incident was shared with Portview to review with their teams to ensure actions from lessons learned are taken on board.

Mace have received confirmation that the East Bank project has been awarded the RoSPA Gold Award for health and safety performance for the calendar year 2022.

There are no safeguarding issues to report from this period.

### Fixed Estate Charge Review

At the request of the Mayor a review of the Fixed Estate Charge was undertaken by the Deputy Mayor of Planning, Regeneration and Skills, Jules Pipe. The Review was published in February 2023 and is available [here](#).

LLDC welcomes the review, accepts all of the recommendations made and will make delivering them a key priority. Responsibility for delivery of each recommendation has been given to a named senior LLDC officer and delivery will be overseen by LLDC's Executive Director of Park Operations and Venues. Quarterly progress updates on the delivery of the recommendations will be provided to the Mayor of London and LLDC's Investment Committee. LLDC has tight budgets and other priorities, so there will be financial assessments made in considering the means of delivering the recommendations, in consultation with the GLA's finance team. Please find more information about LLDC's response [here](#).



## 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 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

