

# CORPORATE PERFORMANCE

OCT-DEC 2021  
QUARTER 3

# CONTENTS

## INTRODUCTION AND SUMMARY

	Purpose of the document	3
	Summary of progress in Q3	4
	Financial Performance Summary	6

## INCLUSIVE GROWTH

	<b>A place in which people want to invest, enhancing local lives as well as national economic growth</b>	Progress against Inclusive Growth milestones	14
		Commentary on Inclusive Growth activities	17
		Key risks and issues	20

## COMMUNITY

	<b>An attractive and inspiring place where people come together to achieve great things</b>	Progress against Community milestones	22
		Commentary on Community activities	24
		Key risks and issues	27

## OPPORTUNITY

	<b>A place where local talent is celebrated and the benefits of regeneration can be shared by all</b>	Progress against Opportunity milestones	29
		Commentary on Opportunity activities	31
		Key risks and issues	32

## SUPPORTING DELIVERY

	<b>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</b>	Progress against Supporting Delivery milestones	34
		Commentary on Supporting Delivery activities	35
		Key risks and issues	38

# 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 now grouped by the Legacy Corporation's new 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 2021

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

- The Park was awarded the prestigious Green Flag Award, for the eighth consecutive year.
- Continued to implement safety measures for LLDC employees and Park and venue users in line with COVID-19 guidance, supported by clear and consistent communications.
- LLDC exceeded its annual housing targets for the Government's annual Housing Delivery Test for 2021.
- Completion of Phase 1 construction at East Wick and Sweetwater, with all blocks handed over.
- Reserved Matters applications for East Wick and Sweetwater Phase 4 and 5 approved.
- Submission of the outline planning application for Pudding Mill Lane.
- Continued developer procurement for Stratford Waterfront and Bridgewater Triangle.
- Completion of Rick Roberts Way Urban Design Framework and agreement of Heads of Terms with LB Newham for land swap.
- Thirteen Phase 3 and 4 blocks at Chobham Manor completed and handed over.
- The V&A East building topping out ceremony held.
- Opening of the new pedestrian route at Hackney Wick Station.
- Completion of Visitor Research work, with 95% of people from the neighbouring Boroughs agreeing that the Park is an asset for the whole community and 91% agreeing that the Park is creating job opportunities for the local community.
- Re-opening of Timber Lodge under new operators, Change Please, a social enterprise which supports homeless people.
- Continued consultation with the market relating to the renewal of contracts for the operations on the Park.
- Consultation on safety of women and girls in the LLDC area completed.
- LLDC Annual Report and Accounts 2020/21 signed off and published.

## AIMS FOR NEXT PERIOD

- Continue to operate a safe and well-maintained Park in line with changing guidelines.
- The safe and successful operations of London Aquatics Centre, Copper Box Arena for community sport use and the ArcelorMittal Orbit for visitors in line with changing guidelines.
- Continue East Bank construction works and conclude procurement programme.
- Commence enabling works at Phase 2 of the East Wick and Sweetwater development.
- Complete Chobham Manor Phase 3 construction and progress Phase 4 construction for completion in early 2022/23.
- Continue developer procurement for Stratford Waterfront and Bridgewater Triangle, receive and commence evaluation of Final Tender Documents.
- Pudding Mill Lane business case approved by Board.
- Completion of Heads of Terms with LB Newham for Rick Roberts Way land swap.
- Submission of Reserved Matters Application by Hackney Wick Central developer.
- Planning Decisions Committee to consider MSG sphere application.
- Planning Obligations SPD and Carbon Offset SPD adopted and published.
- Agree recommendations for improving the safety of women and girls in the LLDC area.
- The start of the campaign to celebrate the 10 year anniversary of the London 2012 Olympic and Paralympic Games.
- Delivery of East Careers week.
- Delivery of Youth Conference with focus on Shift, the Inclusive Innovation District.

# FINANCIAL PERFORMANCE SUMMARY

## CAPITAL SUMMARY

	Qtr to 30 Dec 21			Year to 31-Dec-21			Full Year 2021/22		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
<b>CAPITAL INCOME</b>									
Development	(2,892)	(12,867)	9,975	(17,566)	(38,601)	21,035	(61,374)	(52,403)	(8,971)
East Bank	(78,039)	(30,024)	(48,015)	(85,923)	(90,072)	4,149	(125,218)	(165,630)	40,412
Park Operations and Venues - excl Trading	0	(166)	166	0	(409)	409	(1,953)	(578)	(1,375)
<b>Total Capital Income</b>	<b>(80,931)</b>	<b>(43,057)</b>	<b>(37,874)</b>	<b>(103,490)</b>	<b>(129,082)</b>	<b>25,592</b>	<b>(188,545)</b>	<b>(218,611)</b>	<b>30,066</b>

<b>CAPITAL EXPENDITURE</b>									
Construction	76	92	(16)	529	722	(193)	738	814	(76)
Development	1,727	3,973	(2,246)	9,402	11,925	(2,523)	15,453	16,274	(821)
Executive Office	2	12	(10)	12	36	(24)	23	49	(26)
Finance, Commercial and Corporate Services	549	553	(4)	1,570	1,660	(90)	2,481	2,216	265
East Bank	44,963	48,144	(3,181)	114,572	144,432	(29,860)	167,333	192,761	(25,428)
Park Operations and Venues - excl Trading	496	3,067	(2,570)	1,698	7,330	(5,632)	7,538	13,025	(5,487)
Regeneration and Community Partnerships	38	114	(76)	108	348	(240)	462	462	0
Stadium	2,273	2,271	2	3,354	6,813	(3,459)	9,085	9,085	0
Contingency	0	0	0	0	0	0	8,029	10,372	(2,343)
<b>Total Capital Expenditure</b>	<b>50,123</b>	<b>58,226</b>	<b>(8,103)</b>	<b>131,246</b>	<b>173,266</b>	<b>(42,020)</b>	<b>211,142</b>	<b>245,058</b>	<b>(33,916)</b>
<b>Total Net Capital Funding required (GLA)</b>	<b>(30,808)</b>	<b>15,169</b>	<b>(45,977)</b>	<b>27,757</b>	<b>44,184</b>	<b>(16,427)</b>	<b>22,598</b>	<b>26,447</b>	<b>(3,849)</b>

	Opening balance	Year to date	Forecast In-Year	Forecast Closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	372,236	27,757	22,598	394,834	125,166	125,166

S106 & OPTEMS balance (£000)	32,561
CIL balance (£000)	16,185

## CAPITAL INCOME

- East Bank income is expected to be £40.4m under budget in 2021/22. This is a combination of the contributions from University of Arts London (UAL) and capital grant income from the Greater London Authority (GLA) being lower than budget. In both cases the income is linked to capital expenditure incurred, and the income will be re-phased into future years. This is a profiling matter with no reduction to the overall expected contributions to the project.
- Whilst Development income for the financial year to date is relatively low (£103.4m), the expectation is that all remaining receipts from Phases 3 and 4 on the Chobham Manor residential development will be achieved by year-end. This follows the latest sales schedule provided by the developer, which confirms that enough units are expected to be sold this financial year to achieve both the budgeted receipts for 2021/22 and the receipts previously projected in 2022/23.

## CAPITAL EXPENDITURE

- The East Bank construction forecast reflects the latest programme and cashflow from LLDC's project management partners, Mace. Total construction expenditure for 2021/22 is anticipated to be £24.4m less than budget. This represents an increase of £6.7m on the forecast since Quarter 2 reporting and is caused by a variety of factors including the delayed procurement of some packages and difficulty in projecting the timing of contractor compensation events, for example those relating to COVID prolongation. However, it is now expected that some significant prolongation compensation events will be agreed and settled in this financial year.
- Within Development, expenditure on the Pudding Mill Lane and Rick Roberts Way residential developments are both forecast to be under budget, this is a timing issue and the unspent budget will be carried forward to 2022/23.
- Within Park Operations and Venues, the second phase of the Hostile Vehicle Mitigation project is forecast to commence by the end of this financial year, later than originally planned, causing the budget to be reprofiled from 2021/22 into future years. Note there is currently an overall budgetary risk arising from the procurement returns, which is being reviewed for possible mitigations, and may delay forecast spend further in the year.
- In the year to date, £2.3m has been drawn from corporate capital contingency, including £0.3m to provide additional resourcing to support LLDC's procurement programme and £0.5m for additional legal costs relating to two of LLDC's residential developments.



# EASTBANK FINANCIAL SUMMARY

The place-making centrepiece of LLDC's regeneration activities is the East Bank project. This 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. It represents a unique prospect for London and a concept that is almost unparalleled on the international stage.

This section of the report sets out transparently the budgeted and forecast costs of the project excluding University College London (who are responsible for delivering their building) and will track the movements each quarter.

The following table sets out for each element of the Stratford Waterfront scheme the:

- **Full Business Case Budget** - the budget included in the Full Business Case to Government and the Mayor
- **Current Baseline Budget** - the original budget adjusted for approved changes throughout the lifetime of the project (including COVID-19 cost implications)
- **Total spend to date** - the cumulative expenditure incurred on the project as at time of reporting
- **Anticipated Final Cost** - the latest estimate of the final cost of the project, once all works are complete
- **Variance** - this is a comparison of the Anticipated Final Cost 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	AFC movement in quarter £m
University of the Arts London		210.5	131.5	210.9	0.4	0.5
V&A		88.9	43.9	99.8	10.9	-0.5
Sadler's Wells		86.1	41.6	100.2	14.1	3.3
BBC		75.8	38.8	87.5	11.6	-1
Retail		8.6	2.7	9.1	0.5	0.2
Public realm		46.9	21.6	56.7	9.7	0.6
Carpenters Land Bridge		7.8	7.1	8.3	0.5	-0.1
Sitewide contingency		44.8	0	1.3	-43.5	-1.4
<b>Stratford Waterfront Total</b>		<b>569.4</b>	<b>287.1</b>	<b>573.7</b>	<b>4.3</b>	<b>1.6</b>
LLDC Managed costs		58.7	45.5	58.2	-0.5	-0.5
<b>Stratford Waterfront Programme Total</b>	<b>470.9</b>	<b>628.2</b>	<b>332.7</b>	<b>631.9</b>	<b>3.7</b>	<b>1.1</b>

## Commentary as at 31 December 2021:

- The Anticipated Final Cost (AFC) is £3.7m above the Current Baseline Budget. The main drivers of this are increases in the anticipated costs of delivering the Public Realm works following a comprehensive review of the latest cost plans, and the cost of design development and integration issues on site, and increases in professional fees following a review of resourcing requirements for the remainder of the project.
- As with most large-scale construction projects, the impact of COVID-19 has been significant. Included within the AFC is around £53.0m of projected additional costs because of the pandemic.
- The AFC has increased by net £1.1m over the last quarter. This is due to a revision in resource requirements to support peak construction activity, post-construction defects management and quality assurance and additional forecast. Furthermore, there are additional forecast costs associated with closing out COVID 19-related programme delays with the design team.
- The total Current Baseline Budget of £628.1m is c£157.0m higher than the equivalent scope in the Full Business Case approved by the Government in March 2018. The main causes of this are the impact of tender returns in excess of budget, the COVID-19 pandemic and design development and integration issues. It is estimated that UAL will contribute an additional £25.0m towards the additional costs (based on the current AFC) along with additional Government funding of c.£17.0m towards project COVID-19 costs in 2020/21.
- Mace, LLDC's Project Manager on the East Bank project, have flagged further risks in relation to design development and integration that are not currently funded or reflected in the AFC but which are currently expected to be mitigated in full. These risks are carried by the GLA (and, to the extent related to their building, by UAL) but are unfunded in the Current Baseline Budget on the basis that there are plans to mitigate in full, and this is the current most likely outcome. There are also further exceptional risks that are largely or entirely outside of LLDC's control and not provided for in the AFC, which while unlikely, would have a significant effect on programme and costs if they were to materialise. The most pertinent such risks are the insolvency of a tier 1 contractor, a new COVID-19 outbreak leading to significant disruption on productivity on site, and the impact of macro-economic factors such as COVID-19, Brexit and inflation on supply chains.

## REVENUE SUMMARY

	£000				Variance breakdown £000	
	Full Year Budget	Actual to date	Full Year Forecast	Variance to Budget	Savings (Additional) / Shortfall	Other
<b>REVENUE INCOME</b>						
East Bank	0	(46)	(47)	(47)		(47)
Executive Office	(29)	(4)	(5)	24		24
Development	(571)	(248)	(583)	(12)		(12)
Finance, Commercial and Corporate Services	(291)	(262)	(291)	0		0
Park Operations and Venues - excl Trading	(4,701)	(3,008)	(4,097)	604		604
Park Operations and Venues - Trading	(7,985)	(6,956)	(8,978)	(993)	(993)	0
Planning Policy & Decisions	(1,400)	(1,028)	(1,401)	(1)		(1)
Regeneration and Community Partnerships	(63)	0	(63)	0		0
<b>Total Revenue Income</b>	<b>(15,040)</b>	<b>(11,552)</b>	<b>(15,465)</b>	<b>(425)</b>	<b>(993)</b>	<b>568</b>

<b>REVENUE EXPENDITURE</b>						
Communication, Marketing and Strategy	1,893	1,222	1,836	(57)		(57)
Commercial Strategy	465	240	465	0		0
Development	90	42	379	289		289
Executive Office	2,554	1,612	2,520	(34)		(34)
Finance, Commercial and Corporate Services	5,890	5,149	6,008	118	118	0
Park Operations and Venues - excl Trading	9,872	6,460	9,547	(325)	(325)	0
Park Operations and Venues - Trading	9,443	5,839	9,526	83	88	(5)
Planning Policy & Decisions	2,796	2,303	3,038	242		242
Regeneration and Community Partnerships	2,817	1,598	2,820	3		3
Stadium	11,785	7,861	17,104	5,319	100	5,219
Revenue Contingency	2,642	0	2,194	(448)		(448)
<b>Total Revenue Expenditure</b>	<b>50,247</b>	<b>32,325</b>	<b>55,437</b>	<b>5,190</b>	<b>(19)</b>	<b>5,209</b>
<b>Net Revenue Expenditure</b>	<b>35,207</b>	<b>20,773</b>	<b>39,972</b>	<b>4,765</b>	<b>(1,012)</b>	<b>5,777</b>

	£000			
	Full Year Budget	Actual to date	Full Year Forecast	Variance to Budget
<b>TRADING</b>				
Timber Lodge Café	65	74	46	(19)
ArcelorMittal Orbit (AMO)	458	142	385	(73)
Kiosks	(22)	0	0	22
The Podium	(128)	(148)	(183)	(55)
London Aquatics Centre	1,571	1,126	1,699	128
Copper Box Arena	902	599	744	(158)
3 Mills Studio	(920)	(2,273)	(1,339)	(419)
Other Trading Income	(209)	(45)	(101)	108
On Park Properties	(300)	(520)	(518)	(218)
Off Park Properties	41	(73)	(185)	(226)
<b>Total Trading Net (Surplus)/Deficit</b>	<b>1,458</b>	<b>(1,117)</b>	<b>548</b>	<b>(910)</b>

## REVENUE INCOME

- Park Operations and Venues income is expected to be under budget for 2021/22. This is driven by slippage on rental income and Fixed Estate Charge from the East Wick and Sweetwater residential development, where the charges are linked to the completion of units.
- Within Trading, 3 Mills Studios are projecting to exceed income targets driven by operating at higher than anticipated occupancy.
- As reported previously, the impact of the COVID-19 pandemic means that rental income from Here East will not be realised as expected this year. Similarly, surpluses are not expected to be generated from the London Aquatics Centre and Copper Box Arena this year (allowing for rolled up losses from 2020/21).
- Within Planning Policy and Decisions the number and type of planning applications have not met expectations and planning fee income is lower than budget as a result. However, this offset by strong performance from pre-planning applications, planning performance agreements and other planning income.

## REVENUE EXPENDITURE

- There is expected to be a small overspend in Trading, which is caused, in part, by the increased usage of 3 Mills Studios, which is driving additional income (above).
- The overspend in Finance, Commercial and Corporate Services relates to legal services - where an assumed reduction in service and requirement is not being realised.
- Within Park Operations and Venues, the forecast expenditure for Waterways Surface Water Discharge work has decreased due to a change in the timing of projects, which has resulted in a reduction in the number of outfalls needed.
- The Stadium forecast reflects the anticipated financial performance for E20 Stadium LLP Group. The 2021/22 forecast is expected to be £5.3m worse than budget, which represents an increase in the variance of £0.2m since Quarter 2 reporting. This variance is funded from additional savings carried forward from 2020/21 and is driven by:
  - Cancellation of summer events in 2021 and postponement of the Hella Mega concert tour which is now due to take place in June 2022;
  - Additional costs anticipated from Europa League matches; and
  - Commercial income slippage (including Stadium Naming Rights), which has been affected by the COVID-19 pandemic.
- In the financial year to date, £0.4m has been drawn from corporate revenue contingency, including professional fees relating to the safety of women and girls consultation and Park hoarding work.

## SAVINGS AND EFFICIENCIES

LLDC has delivered significant revenue savings in recent years and a further £2.1m savings and efficiencies have been incorporated into the approved budget for the year.

2021/22 - Full Year			
	Savings Target £000	Forecast £000	Variance £000
<b>REVENUE INCOME</b>			
Park Operations and Venues - excl Trading	(142)	(142)	0
Park Operations and Venues - Trading	(869)	(1,862)	(993)
Planning Policy & Decisions	0	0	0
<b>Total Revenue Income</b>	<b>(1,011)</b>	<b>(2,004)</b>	<b>(993)</b>
<b>REVENUE EXPENDITURE</b>			
Communication, Marketing and Strategy	(166)	(166)	(0)
Executive Office	(132)	(132)	(0)
Finance, Commercial and Corporate Services	(387)	(269)	118
Park Operations and Venues - excl Trading	(304)	(629)	(325)
Park Operations and Venues - Trading	48	136	88
Planning Policy & Decisions	(39)	(39)	0
Regeneration and Community Partnerships	(29)	(29)	0
Stadium	(100)	0	100
<b>Total Revenue Expenditure</b>	<b>(1,109)</b>	<b>(1,128)</b>	<b>(19)</b>
<b>Net Revenue Expenditure</b>	<b>(2,121)</b>	<b>(3,133)</b>	<b>(1,012)</b>

Savings are expected to be delivered from:

**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. The savings position has further improved in this quarter driven by higher occupancy, and therefore income, at 3 Mills Studios.

**Discretionary spend:** LLDC's discretionary cost base is very limited, largely due to savings delivered over previous years. However, savings identified include professional fees, IT costs, repairs and maintenance and marketing and communications. All staff vacancies are being reviewed on a case by case basis and spending on Inclusion and Diversity has been protected.

In 2020/21, the London Stadium achieved savings well above the target set. Savings are not expected to be realised from the Stadium in 2021/22 for a variety of factors including the postponement of summer 2021 events due to COVID-19.

# 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 2021/22	PERFORMANCE AND COMMENTARY
<p>Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme.</p>	<p>Construction work has continued to progress in line with the programme which was revised in line with the impacts of the COVID-19 crisis, with social distancing measures in place. The four building structures are now well above ground and the topping out of the V&amp;A building took place in this period. Construction of the public realm is also underway.</p>
<p>Completion of procurement for all East Bank Stratford Waterfront construction packages.</p>	<p>The programme of procurement of contractors has continued, 38 contracts have been let with one more to be procured.</p>
<p>UCL continue construction of their new university campus, UCL East.</p>	<p>Works at the East Bank UCL East's Pool Street West site and Marshgate sites are progressing very well and to programme. Both buildings have topped out.</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.</p>
<p>Deliver an effective and responsive planning service:</p> <ul style="list-style-type: none"> <li>• At least 70% of applications determined in time.</li> <li>• Number of planning enforcement cases closed per month.</li> </ul>	<p>Target for applications determined in time exceeded every month in this period, including 89% in December. Nine enforcement cases have been closed in this period.</p>
<p>Delivery of Town Planning programme, including:</p> <ul style="list-style-type: none"> <li>• Annual monitoring report publication.</li> <li>• Planning Obligations SPD and Carbon Offset SPD adoption and publication.</li> </ul>	<p>The Annual Monitoring report was published in Q2.</p> <p>A revised programme has now been put into place for the revision of the SPDs. Drafts of the revised Supplementary Planning Documents (SPDs) have been completed, for reporting to the Planning Decisions Committee in early 2022.</p>

## PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Annual Environmental Sustainability Report published.</p>	<p>The Annual Environmental Sustainability Report for 2020/21 is due to be published in the next period.</p>
<p>Continue to generate a surplus through 3 Mills Studios and manage effectively the planned refurbishments.</p> <p>Complete parapet and handrail works and the towpath finish work.</p>	<p>3 Mills trading performance is set out in the Financial Section, and continues to forecast a surplus.</p> <p>Design team in place for refurbishments, planning submitted and procurement underway for works contract to be concluded in the next period.</p> <p>Parapet, handrail final towpath works completed in Q1.</p>
<p>Develop the QEOP advanced mobility programme.</p> <p>Contribute to delivery of the QEOP Innovation District programme: Specifically, CleanTech work streams (electric vehicle charging; smart grid; decarbonisation; and circular economy).</p>	<p>Smart Mobility Living Lab testbed progressing as planned, following a delay due to COVID-19.</p> <p>Cleantech innovation options (including Freightlab) are being pursued.</p>
<p>Maintain 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 COVID restrictions.</p> <p>Manage and maintain the quality of the Park and venues, including retaining Green Flag status.</p>	<p>In this period, LLDC maintained safe and high quality Parklands as lockdown measures changed, supported by on Park, web and social media communications. There were just over 2.5 million visits to the Park from April to December 2021, which is roughly 50% of the usual visitor numbers before the COVID-19 crisis. There have been some technical issues with recording visitor numbers which are being investigated. The figures from October to December relate to visits to venues only. We are also considering a method of measuring visits to the Park through counts from CCTV camera rather than the current method of Park Wi-Fi figures, which initial investigation suggest will provide a more accurate estimate.</p>

## PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	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 COVID restrictions.</p>	<p>The London Aquatics Centre and Copper Box Arena re-opened for community use in line with safety guidelines on 12 April 2021. To the end of December, there have been just over 95,000 visitors to the Copper Box Arena and over 598,000 visitors to the London Aquatics Centre. To the end of September there have been over 47,000 visitors to the ArcelorMittal Orbit.</p>
<p>Support safe delivery of major events including the Rugby League Wheelchair World Cup.</p> <p>Support safe delivery of small events, community sports and filming on the Park.</p> <p>Open High Ropes visitor attraction.</p>	<p>The Rugby League Wheelchair World Cup which was scheduled for November 2021 has been postponed to 2022.</p> <p>Small events took place in the Park during this period, including runs, and commercial filming has continued to take place.</p> <p>The High Ropes project has been canceled following the impacts of COVID-19,</p>
<p>Continue Stadium operations including football, summer concerts and athletics.</p>	<p>Following the successful start to the 2021/22 Premier League football league season at the London Stadium in August, the Stadium hosted European football for the first time in September 2021. Concerts were announced for 2022 in this period with the Red Hot Chilli Peppers and the Foo Fighters headlining.</p>

## COMMENTARY ON KEY LIVE PROJECTS

**In this period, LLDC maintained safe and high quality Parklands as lockdown measures eased, supported by on Park, web and social media communications.**

There were just over 2.5 million visits to the Park from April to December 2021, which is roughly 50% of the usual visitor numbers before the COVID-19 crisis. There have been some technical issues with recording visitor numbers which are being investigated. The figures from October to December relate to visits to venues only.

LLDC is considering a method of measuring visits to the Park through counts from CCTV camera rather than the current method of Park Wi-Fi figures, which initial investigations suggest will provide a more accurate estimate.

During this period, the Park was open with signage reminding visitors to take precautions.

For the eighth year in a row the Park has been awarded the prestigious Green Flag Award. This international award honours the best quality parks and green spaces, and is a sign to everyone that the space boasts the highest possible environmental standards, is beautifully maintained and has excellent visitor facilities. Retaining the award for the eighth consecutive year is a real achievement, and is a testament to the hard working employees and volunteers who have kept the Park open during the crisis and in recovery.

This period saw a number of successful events held in the Park, including: the Ultimate Aqua Splash and Better Swim School holiday courses at

the London Aquatics Centre; the Kyorugi National Championships, England Netball international series, and London Lions basketball home matches at the Copper Box Arena; and a series of runs on the Park. Location filming on the Park also took place in this period, and the UCI Track Cycling Championships was held at the Lee Valley VeloPark.

Events scheduled in the next period include: the Copper Box Arena hosting the Netball Quad series 15 - 19 January and the return of London Pulse netball from 21 February; The Hockey Super 6S indoor hockey tournament at the Copper Box Arena on 30 January; Legacy Cheer and Dance at the Copper Box Arena on 19 and 20 February; a series of runs on the Park; and London Lions home matches at the Copper Box Arena.

The London Aquatics Centre and Copper Box Arena were open for community use in this period, in line with safety guidelines. The ArcelorMittal Orbit viewing platforms and Slide is also open, with tickets for The Slide selling out regularly, although doing less well during the Omicron surge.

The **ABBA Voyage** avatar shows planned in a specially designed theatre on one of the interim use sites in Pudding Mill Lane was announced in 2021, with the shows starting this year. The second ticketing period for ABBA Voyage went on sale in this period, with bookings until 4 December 2022 - more information can be found [here](#).



LLDC continued consultation with the market relating to the renewal of contracts for the operations on the Park. The contracts cover facilities management across the Park, security for the Park, public realm and London Stadium, horticulture and grounds maintenance, car park operations, volunteering and venue management including prestigious sites like the London Aquatics Centre, Copper Box Arena and the ArcelorMittal Orbit. The consultation is through a Market Sounding Questionnaire, available [here](#). The first procurements are due to commence in 2022.

LLDC completed a consultation to improve the safety of women and girls in our area in this period. While crime levels are low, it is vitally important we take any steps possible to ensure all people feel safe while visiting and the results of the consultation are being analysed and a report with recommendations will be produced shortly.

Work is underway to celebrate the **10 year anniversary of the London 2012** Olympic and Paralympic Games in 2022.

### Visitor Research

LLDC commissioned The Nursery to undertake regular visitor research for the Park through face to face interviews and online surveys. The COVID-19 crisis has impacted on the programme but The Nursery was still able to undertake three waves of research in 2021 and 2022 which are summarised below.

The face to face interviews were undertaken on the Park with just under 3,000 visitors. The online survey included 3,000 respondents living in London, the South East and East of England qualified to take part, these respondents were intentionally targeted as they are within the 'catchment area' of the Park: these results include people who have never visited the Park, as well as visitors from any time since Games time. Key points from the survey include:

The Park is being used more and more by those living locally, which is not surprising in the past year given the restrictions on non-essential travel.

- 95% of people from the neighbouring Boroughs agree that the Park is an asset for the whole community and 91% agree that the Park is creating job opportunities for the local community.

- The proportion of Black, Asian and Minority Ethnic (BAME) visitors to the Park is increasing, with 39% of visitors from the 4 neighbouring boroughs being non-white.
- The Net Promoter Score, which looks at the likelihood of recommending the Park to others, is very high at 81%. This is the highest it has been over the past four years of research.

### London Stadium

The Stadium has continued to successfully host circa 60,000 spectators for West Ham's Premier League and Europa League matches. The Stadium team, along with LLDC teams such as security and marketing and communications, have worked hard to ensure a match day events which are safe and well organised.

Several capital projects have been delivered in this period, including new floodlights, access control, security fencing, new segregation line and East Stand store. Back of house lighting and fire main replacement started. West Stand replacement decision made and design / prototype work is underway.

The Stadium and Park hosted more than 200 apprentices and trainees in October for the Green Space and Wild Places Discovery Day. The event, in collaboration with The Royal Parks Guild and the Tree Council, allowed the delegates to spend the day learning more about career paths in horticulture and environmental management as well as learning more about the Park.

### Town Planning

The Development Management and Planning Policy functions have both maintained business as usual during this period, including meeting targets for applications determined in time.

On MSG Sphere London, further detailed discussions are being held with MSG on the planning impacts of the proposal and the package of mitigation measures, with the aim for the application to go to Planning Decisions Committee (PDC) in February 2022. Work has also continued on a number of high profile pre-planning and planning applications, including Jubilee House, Vittoria Wharf, Pudding Mill Lane, Bridgewater Triangle, East Village and Hackney Wick central sites.



On planning powers transition, the Borough planners group met in November and noted good progress across all of the transition tasks. The first of the 'Major Applications' meetings was also held with LBTH and LBH; further work undertaken on mapping the detailed transition tasks and the initial meeting of the data transfer group has been held. An initial meeting has been held with the Department for Levelling Up Homes and Communities to commence work on drafting the Statutory Instrument for the transition of planning powers. The Planning Proposals Group met (with the Boroughs in attendance following approval of the revised terms of reference at Board in September 2021) in December 2021 and agreed to allocate c.£2.4M of CIL and s.106 funding to the Westfield Avenue project and to the new Yard Theatre.

### **East Bank**

At Stratford Waterfront, construction work has continued in line with the revised programme. The four building structures are now well progressed and the V&A building held its 'topping out ceremony' in December, marking the building reaching its full height. Construction of the public realm is also underway.

The programme of procurement of package contractors has continued, with 38 procurements complete to date and one to be procured.

Work at the East Bank UCL East's Pool Street site (Vinci) and Marshgate site (Mace) are progressing very well and are on programme.

### **Community Infrastructure Levy (CIL) collection and allocation**

In terms of LLDC CIL, we collected £360,225.03 between October - December 2021. However, we refunded £324,289.06 in the same period, taking the balance to £35,935.97.

In the financial year to date, LLDC has therefore collected £1,172,911.88 of LLDC CIL, offset by refunds of £743,947.50.

For Mayoral CIL, we collected £447,160.16 between October and December. However, we also refunded £222,789.57, giving a balance of £224,370.59.

The refund of CIL monies already paid related to developments subsequently increasing the amount of affordable housing in the schemes in question.

There was also an internal transfer of £102,880.77 from the LLDC CIL fund to the Mayoral CIL fund, due to a historic misallocation.

In terms of allocations, the below CIL funding was allocated at the December PPG meeting:

- £1,500,000 for The Yard Theatre's new premises.
- £900,000 for the Westfield Avenue improvements.
- £20,000 towards the Marshgate Lane schools link walking and cycling programme.

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to East Bank budget and programme.	Financial and/ or delivery impacts. Reputational impacts.	Management of Project Management Partner, focus on risk mitigation, design management, procurement and partner engagement.	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.		Working closely with partners including West Ham United.	A
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	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 2021/22	PERFORMANCE AND COMMENTARY
<p>Developer selected for Stratford Waterfront and Bridgewater residential development; Joint Venture established.</p>	<p>The procurement for Stratford Waterfront and Bridgewater sites, has continued with three bidders submitting final tender documents. It is anticipated that a developer will be selected in early 2022/23, allowing the establishment of a Joint Venture.</p>
<p>Hackney Wick Neighbourhood Centre design and Planning complete; commencement of construction.</p>	<p>Notting Hill Genesis have been selected as developer. RIBA Stage 2 design is complete and briefings being made to the Quality Review Panel and Planning Decisions Committee ahead of Planning submission, which is expected in the next period. Commencement of construction is scheduled for 2022/23.</p>
<p>Urban Design Framework complete for Rick Roberts Way and land swap concluded with LBN. Masterplanning and developer procurement commence.</p>	<p>Approval has been secured from Board for a consolidation of interests with LB Newham and Heads of Terms have been agreed. The Urban Design Framework completed in this period. Developer procurement is scheduled to commence in early 2022/23.</p>
<p>Chobham Manor development construction complete (Phases 3 and 4).</p>	<p>Construction has continued to progress well. Twelve blocks in phase 3 are complete with the remaining six due to complete in the next period; one Phase 4 block is complete and residents have started to move in and the remaining two are due to complete in April 2022.</p>
<p>East Wick and Sweetwater Phase 1 construction complete; delivery for later phases agreed and construction commences.</p>	<p>Construction of 302 homes at East Wick and Sweetwater (Balfour Beatty) Phase 1 completed in this period. Phase 2 enabling works to start in the next period.</p>

## PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	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>Progress Aquatics Triangle and Chobham Farm developments.</p>	<p>Marketing of Chobham Farm site due to commence in the next period. Aquatics Triangle project to be reviewed in the next period.</p>
<p>Progress delivery of enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park.</p>	<p>Funding secured to deliver local projects at Stratford Walk, procurement of the design team completed in this period. Working with partners to deliver other projects across the Park.</p>
<p>Delivery of the Great Get Together and any smaller community events on the Park.</p>	<p>A smaller-scale version of the Great Get Together – the Get Together – was held successfully in summer 2021, with 3,000 people attending.</p>
<p>Delivery of an annual Youth Conference in conjunction with partners.</p>	<p>The Legacy Youth Board and Legacy Youth Voice are leading the delivery of the Annual Youth Conference which will take place on 23 March 2022 at the London Stadium, and will focus on Shift, the Inclusive Innovation District.</p>
<p>Retain a minimum of 300 active Park Champion volunteers.</p> <p>Recommence Mobility Service when pandemic restrictions permit.</p> <p>Reopen Information Point when pandemic restrictions permit and transfer operation to the IQL Pavilion by autumn 2021.</p>	<p>Mobility Service and Information Point are open. The Information Point operations has moved to the nearby Pavilion building at IQL.</p>

## PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.</p>	<p>Joint community engagement strategy developed with involvement from Chobham Manor residents though limited activity currently due to restrictions.</p> <p>East Wick and Sweetwater: ongoing dialogue regarding neighbourhood building as Phase 1 residents move in. Some community engagement at the London Stadium, limited due to COVID-19 restrictions. East Bank partners continuing to work with local partners.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>Working on plans for Hub 67 relocation. Limited activity at Carpenters Cage due to COVID-19 restrictions.</p> <p>Construction of the Mobile Garden in its new location in East Wick and Sweetwater has progressed but there have been some delays and the Garden is scheduled to open in Spring/Summer 2022.</p>
<p>Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.</p>	<p>Following a successful recruitment campaign, seven new members have been appointed to the Legacy Youth Board along with six re-appointed members.</p>

## COMMENTARY ON KEY WORK PROJECTS

Agreement has been made with the Mayor of London on a portfolio approach to affordable housing across all future housing developments, which would see 50% affordable across 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 is close to completion, Taylor Wimpey are developing 880 homes at the site. Phases 1 and 2 are fully complete and all homes have been sold.

Phases 3 and 4 have continued to programme. 12 blocks in Phase 3 are complete with the remaining six due to complete in the next period; one Phase 4 block is complete and residents have

started to move in and the remaining two are due to complete in April 2022. All Phase 3 homes have now been sold; sales of the Phase 4 homes launched in November 2020 with over a half sold, with the remaining sales forecasted by June 2022.



### **East Wick and Sweetwater**

Construction of 302 homes at East Wick and Sweetwater (Balfour Beatty) Phase 1 completed in this period. The homes are selling and renting at a very good rate, with only seven homes remaining at the time of writing.

Planning permission was granted in this period 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. For Phase 2 enabling work is expected to start shortly, including the removal of the temporary trees that are currently on the site. Main works are expected to start in Summer 2022.

### **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 centre will include workspace, retail and community facilities, as well as up to 200 new homes.

Notting Hill Genesis has continued design, with RIBA Stage 2 completed in this period with community and stakeholder consultation underway. Notting Hill Genesis has launched the Hackney Wick Central project website, Wick First: [wickfirst.co.uk/](http://wickfirst.co.uk/)

Pre-application briefings have been made with the Quality Review Panel and Planning Decisions Committee undertaken. The developer is expecting to submit the Reserved Matters application in the next period.

The Hackney Wick Station North/South pedestrian route and underpass is open and operational. It is being maintained by LB Hackney and minor issues such as graffiti are being dealt with collaboratively.

### **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.

Design work for the two Pudding Mill sites is in advanced stages, with the outline planning application for Bridgewater submitted. The Outline Planning application was submitted in December 2021, in line with programme.

The procurement exercise to select a joint venture partner to deliver 1,200 homes on the Park, across our Stratford Waterfront and Bridgewater sites, has continued with three bidders due to submit final tenders in the next period.



### **Stratford Station**

LLDC have completed stage one of the public consultation 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. This is a key step in the work we are undertaking in partnership with London Borough of Newham, TfL and Network Rail to secure funding for the long-term redevelopment of the station.

In this period, the Economic Base Line Assessment and the draft Strategic Assessment was completed, for approval in the next period. The Urban Design Framework is due to complete in the next period. The submission of the Strategic Outline Business Case is scheduled late 2022.



### Living Places

LLDC continued its community work to support the **Blossom Garden**, the area in the north of the Park created as a place to commemorate the impact of Covid19 on Londoners. In October 2021 close to 150 people attended a community planting session in the Garden.

In support, LLDC are delivering a microgrant programme funded by the GLA for the Garden, aimed at outreach, reflection & wellbeing and connecting people with nature. One project has been delivered so far: Bloom Education delivered a week-long programme as part of East Summer School, with a group of young people participating in nature based art workshops. They were interactive, multi-sensory nature workshops, which explored how we can live in harmony with nature and with each other.

LLDC supported Westfield in the delivery of a Youth Week in October 2021 aimed at 12 - 18 year olds. The event took place in a converted shop and outside on the street. LLDC with partners programmed the indoor space on Saturday 30 October, including: Prep, Style Shoot with LCF, Passion for Fashion with LCF and Catalyst in Community, DJ and Rap Workshop with Breakin' Convention and How to Commercialise Digital Content with Catalyst in Community. The broad range of workshops and panel discussions on offer throughout the day provided young people with a taster and insight into creative careers.

The Legacy Youth Board and Legacy Youth Voice are leading the delivery of our Annual Youth Conference which will take place on 23 March 2022 at the London Stadium, around the Inclusive Innovation District.

The Park Panel has continued to meet on line throughout the pandemic. The Panel is a two-way discussion forum with local residents' associations, local businesses and wider local communities; membership has increased with

new residential areas opening on and around the Park. LLDC was also able to hold a Your Neighbourhood Talks event at the newly reopened Timber Lodge in the autumn, attended by over 100 people.

On 19 October, **Your Neighbourhood Talks** returned to the Park and was held at the newly reopened Timber Lodge as the first event under the new operator, Change Please.

This year's event entitled Your Neighbourhood Talks: Net Zero Carbon & COP26 included the traditional Park stakeholder market place, alongside a broader community conversation linked in with COP26 and Net Zero Carbon living. The theme encouraged thinking and action considering the potential effects of climate change on local biodiversity and wildlife, and the lives of communities, businesses and organisations around the Park.

A panel discussion chaired by Kaitlene Koranteng (chair of Legacy Youth Board) included representation from: James Kaguima, a young entrepreneur and member of our Youth Board; Alex Russell, Executive Chair of Hackney Wick & Fish Island Community Development Trust; Isabel McAllister, Director of Responsible Business at Mace; Kate Jones, Chair of Ecology and Biodiversity Genetics, Evolution & Environment at UCL; and Ben Coulter, Head of Sustainability at LLDC.

The panel discussion was live-streamed, while approximately 70 residents attended the event in person. Attendees enjoyed an informative and lively discussion covering topics ranging from personal ambitions and commitments to environmental sustainability, to social inclusion in the climate change response, and the role of innovation in helping to meet sustainability ambitions at QEOP. Audio interviews and surveys captured additional perspectives and insights from attendees. All the data captured throughout the event will be collated and reviewed over the coming weeks and will be used to inform future dialogue and engagement with Park residents and stakeholders on this crucial topic.



## 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
Risk relating to carbon savings from the District Heating Network	Reputational and financial impacts.	Liaison with GLA, Government and Engie.	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.	A
Risk relating to park and venue operations.	Poor visitor experience.	Contractual and working arrangements in place with operators; communications and marketing.	A

# 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 2021/22	PERFORMANCE AND COMMENTARY
Continue to deliver the QEOP 'East Works' jobs and skills programme.	See commentary below.
Successful operation of the QEOP Training Association, including the Training Centre (now known as Build East): 50 apprenticeships per annum, 500 people trained in demand led construction skills.	Build East opened to learners in Q1. Further information can be found below.
<p>Successful operation of the Good Growth Hub, the physical facility to consolidate and scale the East Works.</p> <p>No. jobs paid at LLW as a minimum - 465            No. people securing paid freelance work - 150            No. people accessing further education or higher education courses - 350            No. local residents receiving careers information, advice and guidance - 2,764            No. people receiving training in freelance skills - 200            No. people accessing mentoring - 605</p>	In this period, the Careers, Information, Advice and Guidance service was launched to users. Further information can be found below.
Completion of 2020/21 Shared Training and Employment Programme (STEP) programme and commencement of 2021/22 programme.	The 2021/22 STEP cohort commenced in Q1 with 10 young people undertaking individual 12-month placements.
Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.	The BBC-COYO Design Challenge delivered webinars with Buro Happold and Allies & Morrison. DEC has worked closely with TfL (incl. partners Barratt Homes, Grainger PLC, Delancey and Notting Hill Genesis) to develop DEC schools in east London, and support TfL with a pan-London skills initiative.
Hobs studio training academy - 120 students trained by March 2022 of which over 60 into related employment.	<p>The course 4 completed in the last period with 19 learners. The team are focusing on securing industry placements for programme alumni. Course 5 postponed for January 2022 start.</p> <p>The LLDC is working with Hobs on developing a self-financing and sustainable model to set the platform for the long-term delivery model once the LLDC's commitment ends in spring 2022.</p>

## PROGRESS AGAINST OPPORTUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Progress EAST Education, an education engagement programme with East Bank partners.</p>	<p>See update below.</p>
<p>Construction workforce:            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            3% of the workforce are apprentices</p>	<p>The most recent construction figures available are to end of September 2021.</p> <ul style="list-style-type: none"> <li>• 26% of construction employees working on the Park are Host Borough residents</li> <li>• 80% of the workforce are from Black, Asian and Minority Ethnic (BAME) groups</li> <li>• 6% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• Apprentice figures to follow as the LLDC is doing an audit of the apprenticeship returns.</li> </ul>
<p>End-use            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>	<p>Copper Box Arena and London Aquatics Centre Workforce performance as of March 2021 (these figures are reported annually):</p> <ul style="list-style-type: none"> <li>• 53% workforce Host Borough residents</li> <li>• 32% workforce are from BAME groups</li> <li>• 53% workforce are women</li> <li>• 1% workforce are disabled people</li> <li>• There are no apprentices currently working across the two sites</li> </ul> <p>GLL apprentices were on furlough during this period, however they are committed to restarting their employment once venue workforce numbers are back up to normal operational levels.</p> <p>Estates and Facilities            Workforce performance as of March 2021:</p> <ul style="list-style-type: none"> <li>• 57% workforce Host Borough residents</li> <li>• 44% workforce are from BAME groups</li> <li>• 30% workforce are women</li> <li>• 6% workforce are disabled people</li> <li>• 10 apprentices on site</li> </ul>

## COMMENTARY ON OPPORTUNITY ACTIVITIES



### Eastworks

**Build East**, the new 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 a partnership of major construction contractors on the Park and promotes a collaborative approach to skills training, apprenticeship recruitment, pay rates and conditions. 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. We are in discussions with senior CITB colleagues to explore areas for cooperation and collaboration.

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

A grant application has been made to LB Newham to fund the establishment of a Construction Skills Certification Scheme accreditation centre at Build East.

**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 Careers, Information, Advice and Guidance service launched to users.

The GGH delivered a pre-employability programme for 13 local young talent to promote knowledge and awareness of opportunities in the Gaming and E-sports sectors.



The GGH team worked closely with borough partners including Newham Youth Zone and the team behind Blackhorse Lane Culture Jobs Fair to recruit local young people onto the programme. This project was delivered in partnership with Park based employers and organisations based at Here East.

The GGH has launched its Careers Advice and Guidance service (entitled Creative Connect). The service provides young east Londoners with tailored in person or virtual support to increase their confidence in searching and applying for jobs in the creative and cultural industries

Events in the space have included hosting visits and presentations to a wide variety of partners ranging from job brokerages teams through to the V&A Board of Trustees. The team has also created a gallery space; in October, the team installed an exhibition, commissioned by a local photographer, to celebrate Black History Month. GGH projects such as Creative Connect are now also operating from the space.

### EAST Education

Teacher CPD is a key strand within the EAST Education programme. A New Direction and Rocket Science have been commissioned to conduct a feasibility study as part of the design of a Teacher Development programme. The feasibility study will look at the current CPD offer amongst East Bank partners and develop a menu of CPD opportunities for east London schools along with identifying new areas for development of CPD, linking to future skills, careers and growth industries on and around the Park. This piece of work forms part of the FfL funded 'New Talent - Future Leaders programme'.

Following the success of the online East Careers Week in 2021, the East Bank partners along with other park institutions and employers will be coming together to deliver East Careers week 2022 in person from Monday 7 March - 11 March to coincide with National Careers Week. This will see school groups from the 4 growth boroughs, aged 15 - 18 year olds come to the Park to experience industry visits, career insights, employability skills workshops, panel discussions and networking sessions.

## 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
Amber issue relating to Fixed Estate Charge (FEC) impact on community and political relationships.		Engagement with resident associations. Information on the website about FEC.	A

# 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 2021/22	PERFORMANCE AND COMMENTARY
<p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p>	<p><b>COMPLETE</b></p> <p>The 2020/21 LLDC Group accounts have been signed, with a clean audit opinion and published on LLDC's website.</p>
<p>Progress LLDC's Transition strategy.</p>	<p>LLDC's Board agreed an approach to successor arrangements, as set out below. A more detailed proposal will be submitted to the Board 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 have been no RIDDOR reportable incidents in 2021/22.</p>

## COMMENTARY ON SUPPORTING DELIVERY MILESTONES

**The Crisis Management Group meets monthly to monitor the national and local COVID-19 position and the impact on LLDC's activities and continues to work closely with Boroughs inputting into LB Newham Borough Resilience Forum.**

In December 2021, following the new Government guidelines asking people to work remotely where they can, LLDC asked that all colleagues work remotely, apart from those on the operational rota and anyone who needs to be in the office, whether that is for work or personal reasons.

Once restrictions ease LLDC are planning to implement a phased return to office work where employees will be asked to work from the office or at Park locations at least 40% of the time, in the run up to the office move to 5 Endeavour Square. In support of this, return to the office guidelines and FAQs, principles on hybrid working and meeting etiquette tips are available to employees. Individual teams are working through the phased return to the office, with business need taking a priority. LLDC will encourage people to work flexibly balanced with the benefits of seeing people face to face, getting the most out of being in the office and connecting with the Park and local communities.

### **Communications, Marketing and Strategy**

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues. Since lockdown the focus has been on communicating the impact on the Park and its venues and supporting social distancing guidelines through on-Park signage, extensive media coverage and social media messages. The external Stadium screen – Europe's largest – has been particularly effective in carrying messages for Park users and supportive messages for key workers. This has been used as the backdrop for several media reports. The message has been coordinated through the London Response to Parks. In this period, support was given to consultation on the safety of women and girls in the LLDC area, and the appearances at the London Assembly Plenary and Budget and Performance Committee. Work was also undertaken on the campaign to mark the 10 year anniversary of the London 2012 Olympic and Paralympic Games in 2022.

### **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 fulfil 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 direct 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.

At its September 2021 meeting, the LLDC Board has agreed that a successor body will be necessary to oversee the long-term management of the estate, to realise the ongoing delivery of legacy, social and economic aims, and to coordinate future inward investment and strategic planning for the area. This successor body would be in place by 2025 and LLDC is working with the Mayor and the Boroughs to develop detailed plans, with a recommendation due to go to Board in the next period.

## Finance

Following Board approval, LLDC's 2022/23 budget was submitted to the GLA in this period. In support of this, the Chief Executive and Deputy Chief Executive appeared before the London Assembly Budget and Performance Committee in December 2021. This followed a plenary appearance at the London Assembly by the Chair and Chief Executive in November 2021.

The 2020/21 LLDC Group accounts have been signed, with a clean audit opinion and published on LLDC's website.

## Inclusion and Diversity (I&D)

Specific focus has been given to the pillar of Recruitment within LLDC's Inclusion & Diversity strategy, and in particular, identifying challenges and opportunities to improve our diverse recruitment practices. This has been driven by several factors, including the desire to reduce our ethnicity pay gap and prioritising ethnic diversity, to increase the representation of traditionally under-represented groups, in particular within senior roles, to drive the strategic objective of balancing our workforce representation

and ultimately to meet our objective of better reflecting and meeting the needs of the communities that LLDC serves.

Following work with a data analyst, workforce representation targets for LLDC have been agreed, based on the working age population data of the four host boroughs - Hackney, Tower Hamlets, Newham and Waltham Forest. An action plan to support this has been agreed and is being delivered.

The flagship Inclusion Campaign continues, with the outputs from the third theme of Recognition running in parallel with the next theme, which focuses on Inclusive Language and LLDC Practices.

## Health and Safety

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee. The Board receives a report back from each Health, Safety and Security Committee meeting which meets at least three times a year, an Advisory Panel of the meeting was held on 13 December 2021.

In the period of October to December 2021 accidents remained low proportionate to the visitor numbers and the restrictions in place:

The unlicensed music activity around the south canal park together with noise and parking issues that continued during good weather periods have stopped. The area is currently fenced off and a new planting scheme has been designed and consulted on. The planting will take place in the Spring.

The Park has seen low level anti-social behaviour such as cannabis smoking and inappropriate behaviour. There has been a spate of issues with noisy motorbikes on North Wall Road. The police have been made aware and mitigation measures are being considered.

There have been minor first aid and lost time incidents at the East Bank Stratford Waterfront site, and two near misses:

- A scaffolder dropped an adjustable spanner from level 9 of the UAL building during edge-protection remedial works. The spanner had a tether attached; however, this does not appear to have been securely clipped to the operative's tool belt. The dropped spanner landed within an exclusion zone. No injuries were sustained. The company has now changed from clip-on to karabiner attachments for their tethers and a process of undertaking regular recorded tether checks has now been implemented across the project.



- A working supervisor to Hansen dropped a mobile phone from level 7 of the UAL building during the installation of window outer frames. The mobile phone, which was in his trouser pocket, was dropped while stepping out through the handrails. The phone hit the frame of Tower Crane 6 and landed on the haul road at waterfront level. No injuries were sustained. A communication issued to all trades on mandating phone tethering and a 'what good looks like' for tool tethering and exclusion zone practical areas were set up to showcase to the supply chain for them to implement. In January, as part of Mace's Health, Safety and Welfare calendar for 2022, a Working at Height campaign will be launched. A lesson learnt document was produced and issued to all trades to action.

#### **LLDC Board**

At the end of September 2021, Sonita Alleyne, Nicky Dunn, Keith Edelman and Tanni Grey-Thompson stood down from the Board at the end of their appointment terms. We formally thanked them for their service at the September 2021 Board meeting. LLDC has been working closely with the GLA on Board recruitment with four new Board members - Gabrielle Appiah, Gurpreet Dehal, Helene Raynsford and Phil Mead - appointed by the Mayor of London. More information can be found [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.	Financial impacts, reduced income or increased costs.	Delivery of Sponsorship, Marketing and Park Assets Strategy.	R
Red Issue relating to East Bank philanthropic funding.		Fundraising strategy in development with GLA.	R
Red issue relating to COVID-19 crisis, impacting on LLDC and partners' employees, health and safety, operations, construction and delivery of objectives.		Crisis management plans in place, recovery plans being formulated.	R

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
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
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
Risk of impact of residential tax on property developers.	Financial impacts.	Close working with the GLA; potential engagement with HMRC.	A

