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1. What is this document?

This is the London Legacy Development Corporation’s Ten Year Plan. It sets out what we aim to do in and around Queen Elizabeth Olympic Park over the next ten years, and how we plan to achieve these aims. This plan sets the framework for the Legacy Corporation’s annual budget.

London Legacy Development Corporation was set up by the Mayor of London to manage Queen Elizabeth Olympic Park and its venues, and to deliver regeneration for east London. In April 2012, we took ownership of the Park and venues, and in October 2012, we became the local planning authority and regeneration agency for the Park and surrounding area. This includes both the Park itself and neighbouring districts like Hackney Wick, Fish Island, Bromley-by-Bow, Sugar House Lane, Carpenters Estate and Westfield Stratford City. Our board and committees meet in public. The area of Queen Elizabeth Olympic Park is 226.6 hectares (560 acres) and the overall planning authority area is 480 hectares, of which approximately 100 hectares is local open space.

Since the London 2012 Olympic and Paralympic Games, the Legacy Corporation has connected the Park to surrounding neighbourhoods and transformed the Park and venues into a permanent visitor destination, including appointing an operator for every venue. There have been more than 8 million visits to the Park since it opened fully to the public in April 2014. The transformation of the venues will be complete when the Stadium re-opens permanently in summer 2016 as the home to West Ham United FC and UK Athletics (having successfully hosted Diamond League Athletics and five Rugby World Cup matches in summer and autumn 2015).

The Legacy Corporation’s regeneration role extends well beyond the transformation of the Park, and its vision and mission are ambitious. This Ten Year Plan outlines what the Corporation will do to deliver new neighbourhoods and build thriving communities, embed higher education, innovation, enterprise, arts and culture at the heart of the Park, create job opportunities, and work in partnership to regenerate the areas surrounding the Park.

This work is already well in train, and since 2012, LLDC has:

- ensured that all of the Venues are operating on a long term sustainable footing and animated the Park and venues with a wide range of sporting and cultural events drawing over 8 million visits;
- agreed, accelerated and begun to implement a strategic plan for new homes, public space and social infrastructure (schools, libraries, health and community centres); the first homes at Chobham Manor have been occupied and a developer for the next new neighbourhood in East Wick and Sweetwater is in place;
- created new job opportunities: more than 7,000 people have worked on the Park since the end of the Games, including over 150 apprentices, with significant proportions recruited from neighbouring boroughs.

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1 Over 30% of the construction workforce during transformation, and over 65% of estates and facilities management staff, ArcelorMittal Orbit staff and GLL workforce at the Copper Box Arena and London Aquatics Centre at Park opening.
delivered a Paralympics legacy through the annual National Paralympics Day, inclusive sports programmes and a permanent space on the Park at Mandeville Place marking the most supported Paralympics to date; and

delivered the vision and plan for Olympicopolis, which will put education, arts and culture and innovation at the heart of the Park, by bringing together world class institutions such as Sadler’s Wells, University of the Arts London (UAL), University College London (UCL), the Victoria & Albert Museum (V&A) and potentially the Smithsonian Institution. Designers and masterplanners are in place, we are progressing these plans and the Foundation for FutureLondon (FFL) charity has been established to help realise the potential of Olympicopolis and Queen Elizabeth Olympic Park, through the promotion of arts, culture, science and education.

To complement this Ten Year Plan the Legacy Corporation has published a five year strategy which sets out in more detail how the organisation’s objectives for the period to 2020 will be delivered, including a set of measurable outcomes. The Ten Year Plan has been updated to reflect the objectives set out in the strategy, and includes delivery updates and revised milestones.

The ten-year plan will itself be updated annually as part of the budget process.

1.1 Strategic Context

“The 2012 Olympic and Paralympic Games, their infrastructure and investment have created the most important strategic regeneration opportunities in London for the next 25 years.”
(Mayor of London, London Plan, 2011)

The Legacy Corporation was set up to deliver on the regenerative promise of the London 2012 Games. Our boundary includes Queen Elizabeth Olympic Park, and adjacent existing communities in the London boroughs of Hackney, Newham, Tower Hamlets, and Waltham Forest, who are represented on our Board.

These boroughs, together with the Mayor, have adopted the principle of ‘convergence’ – the shared ambition that “within 25 years the residents of the Boroughs that hosted the Olympic and Paralympic Games will have the same social and economic chances as their neighbours across London”. Local employment initiatives, regeneration programmes, community engagement programmes and the location of social infrastructure are all designed to foster integration, and to support convergence.

The development of Queen Elizabeth Olympic Park and the regeneration of the wider east London area is also a key objective of the Mayor’s Economic Development Strategy for London, published in 2010. Objective five of this strategy is: to attract the investment in infrastructure and regeneration which London needs, to maximise the benefits from this investment and in particular from the opportunity created by the 2012 Olympic and Paralympic Games and their legacy.
1.2 Partners and stakeholders

We depend on a wide variety of partners and stakeholders to achieve our aims. These include:

- The Mayor of London, the Greater London Authority and Transport for London.
- The six east London growth boroughs, of which four are part of the Legacy Corporation’s wider area, see map on page 9.
- Local communities – the people who live and work in the diverse neighbourhoods around the Park.
- Statutory agencies such as Lee Valley Regional Park Authority, the Canal and River Trust, and Network Rail.
- The Olympicopolis partners: Sadler’s Wells, University of the Arts London (UAL), University College London (UCL), the Victoria & Albert Museum (V&A), Foundation for Future London (FFL), and potentially the Smithsonian Institution.
- Partnerships such as those with West Ham United Football Club, UK Athletics, E20 Stadium LLP, Vinci/LS185, Chobham Manor LLP, Places for People and Balfour Beatty, Here East (and their tenant organisations), Greenwich Leisure Limited, Engie, and the Camden Society.
- Local developers, investors and landowners, such as Westfield, London and Continental Railways (LCR), Lendlease, Delancey and Qatari Diar, groveworld, Danescroft, Lindhill.
- Stakeholder organisations, which range from elected bodies with a formal scrutiny role (e.g. the London Assembly), to organisations representing communities of interest or identity (from business associations, to local community organisations, to environmental pressure groups).
- Sporting bodies such as Sport England, the British Olympic and Paralympic associations, and the national governing bodies for individual sports.
2. Our vision – what we want to achieve

2.1 Vision and Mission

Vision: Creating a dynamic new metropolitan centre for London

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

2.2 Purpose

The Legacy Corporation’s purpose was previously described as delivering on three areas: ‘Park’, ‘Place’ and ‘People’. These have now been reframed as three strategic outcomes:

- **Opportunity**: to stimulate economic growth and improve life chances for people in and around the Park
  - catalysing growth, innovation and development in this part of east London, and attracting inward investment
  - bringing new jobs into the area and ensuring that local people benefit from those jobs
  - using opportunities to address skills gaps and barriers to employment
  - contributing to raised perceptions of the area and the engagement and aspirations of local communities
  - contributing to the London Plan ‘convergence’ commitment to raise economic and life chance measures to the London average
  - helping to fundamentally change perceptions of the area

- **Community**: to create a cluster of places on and around Queen Elizabeth Olympic Park that have been designed with people at the heart (‘urban place-making’), and to do so in a way that is seen as exceptional
  - creating an attractive and inspiring place to live and work, through the co-location of new neighbourhoods, education, arts and culture, business and leisure facilities
  - ensuring that design quality (including sustainability, accessibility and inclusive design) is embedded in all new development in a locally distinctive and viable way
  - developing exemplary community engagement and supporting communities in determining how their neighbourhoods are managed
  - delivering and maintaining a safe and welcoming place
• **Destination:** to create the basis of a new metropolitan heart in east London that attracts people from across London, the UK and beyond
  
  o establishing Queen Elizabeth Olympic Park as a vibrant and popular destination, making the whole greater than the sum of its parts, and attracting people from across London, the UK and the world
  
  o delivering physical improvements and practical processes and initiatives to integrate the elements of Queen Elizabeth Olympic Park (residential neighbourhoods, schools, higher education, sports venues, arts and culture institutions, visitor attractions) with the surrounding area
  
  o collaborating with borough, enterprise, commercial and third sector partners to identify and support new opportunities

2.3 **Priority themes**

Our vision is supported by priority themes that run through all of the Legacy Corporation’s programmes:

- promoting convergence, employment and community participation
- championing equalities and inclusion
- ensuring high quality design
- ensuring environmental sustainability
2.4  Ten years on - Queen Elizabeth Olympic Park in 2022

How the Park might be described ten years after the Games

Ten years after the London 2012 Games, Queen Elizabeth Olympic Park – the largest urban space to be established in Europe for 150 years – has become the centre of an extraordinary transformation.

The Park itself is recognised as one of London’s unmissable destinations for visitors, attracting people from across London, the UK and the world. Visitors enjoy stellar sporting events, outstanding arts and culture, world-class sporting facilities, unique attractions such as the ArcelorMittal Orbit and slide, and an oasis of green spaces and waterways, with excellent shopping on the doorstep.

The Park is a centrepiece, a catalyst and a showcase for the wider success story taking place around its borders. Around the Park, new urban districts have emerged, linking the old and new, and making the most of east London’s growing reputation as London’s creative heart. Universities, museums, workshops and laboratories are focal points of outstanding design, making, and technological innovation. This new growth pole for London has opened up thousands of new jobs, both directly and through spin-off employment. Thousands of new homes have been built too, making Queen Elizabeth Olympic Park a genuinely mixed place, where families come to live, where children learn in the new schools, where designers and students work together to create. Collectively, the local residents, workers and visitors are redefining how to live in a 21st Century city, generating proud communities, not just buildings. Regeneration programmes nationally and internationally look to Queen Elizabeth Olympic Park as a showcase for inclusive design and sustainability.

The transformation of Queen Elizabeth Olympic Park has also improved the lives of local people. Local families fill the Park every day, and visit the venues to enjoy the affordable leisure opportunities they offer. Thousands of local people have also found jobs on or around the Park, study in the new universities, or work in businesses boosted by the growth of the local economy.

Transformation is creating a new metropolis and centre of gravity for London. A distinctive, revitalised East London is blending character, warmth and tradition with new places and spaces, digital technologies and inspiration innovation. The result is a permanently attractive destination, where people want to live, work, play - and visit.
2.5 Map: the London Legacy Development Corporation area
3. **Strategy**

The Legacy Corporation has a range of assets and tools at its disposal, principal among them its ownership of Queen Elizabeth Olympic Park, venues and development land, and its statutory role as the planning authority and regeneration agency for the Park and surrounding area. But the vision will not be delivered by one agency acting alone.

Acting as a catalyst and partner, we will lead regeneration in and around Queen Elizabeth Olympic Park through five business objectives:

1. **LIVE**

   Establish successful and integrated neighbourhoods, where people want to live, work and play

   **Ten Year Plan objectives:**
   - Deliver the first 2,500 homes on the Park (excluding Olympicopolis).
   - Build two high quality new schools (three school buildings, meeting planning conditions).
   - Enable and support the successful development of the whole LLDC area, by setting and implementing effective planning policy, delivering new connections, supporting thriving town centres, and contributing to the delivery of jobs and homes.
   - Achieve zero carbon homes.

2. **WORK**

   Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people

   **Ten Year Plan objectives:**
   - Create 13,000 jobs through developments on Queen Elizabeth Olympic Park, including through delivery of Here East and planned investment in Olympicopolis.

3. **VISIT**

   Create a diverse, unique, successful and financially sustainable visitor destination

   **Ten Year Plan objectives:**
   - Continue the successful operation of Park and venues, building on the high visitor numbers achieved to date by expanding our reach beyond east London.
   - Attract and host 15 major sporting events/championships by 2017/18.
   - Maintain Green Flag status for the Park.
   - Achieve zero events waste to landfill.
4. INSPIRE

Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London

*Ten Year Plan objectives:*

- Ensure that local people benefit from and contribute to the success of Queen Elizabeth Olympic Park, including through economic opportunity, community engagement, sports participation and cultural participation.
- Ensure a successful Paralympic legacy through promoting participation in inclusive sport, delivering inclusive design on the Park and holding the annual National Paralympic Day event.

5. DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC’s core values.

*Ten Year Plan objectives:*

- Operate on a stable financial footing.

LLDC’s core values are:

- **Ambition:** we are dynamic, and open to new opportunities that are consistent with our underlying mission.
- **Responsibility:** we are accountable and transparent – taking ownership of our commitments, and delivering them effectively.
- **Excellence:** we are focused on delivery and achieve high professional standards in all we do.
- **Collaboration:** we form partnerships with other organisations based on trust and respect.
4. **LIVE: Establish successful and integrated neighbourhoods, where people want to live, work and play**

4.1 **Overview**

Around 10,000 homes will be built on land at Queen Elizabeth Olympic Park, including East Village, contributing to the delivery of up to 24,000 new dwellings in the Corporation’s area to 2031. These new neighbourhoods will form strong links with adjoining districts such as Hackney Wick, Bromley-by-Bow, Leyton and Stratford, and will share the use of new community facilities, including three new schools, new nurseries, community and health centres. There will be a mix of affordable and market housing for sale and rent, with a particular focus on the provision of family homes that are urgently needed in this part of London.

In managing the delivery of new neighbourhoods on the Park, we are working with the GLA and partners across London to ensure we learn the lessons from some of London’s most successful neighbourhoods and new developments. We want to take a long-term approach, partnering with developers and investing in excellent management arrangements, to maximise social and economic value. In most instances, we will form partnerships to share risk and rewards with developers and maintain our focus on quality, rather than selling off land.

The Legacy Corporation is working closely with local partners to bring forward plans for areas outside Queen Elizabeth Olympic Park, including Hackney Wick, Fish Island, Pudding Mill and Bromley-by-Bow, to ensure that regeneration in these areas works hand-in-hand with development on the Park, and makes the most of the regeneration potential of the wider area. Town planning is also an important tool of physical and social integration with the areas immediately surrounding the Park.

The Local Plan for the Legacy Corporation, adopted in July 2015, draws these strands of place making together in an integrated framework for how east London’s new heart will develop, preserving its unique character, and ensuring that new development is of sufficient quality to help realise this vision. The Plan’s policies will be complemented by active intervention to deliver critical infrastructure, supported by the Corporation’s Community Infrastructure Levy, and redevelopment programmes, connecting and enhancing local centres.

4.2 **Projects and plans**

The programme for building **new homes** on the Park is gathering pace. Our first phase, at Chobham Manor to the north of East Village (the former Athletes’ Village) started construction in summer 2014 and the first homes have already been occupied. Agreements have been signed with development partners and the first Zonal Masterplan has been submitted for the next phase of housing on East Wick and Sweetwater. This has been accelerated by six years, to complete build out by 2023, and comprising 1,500 homes at neighbourhoods to the west of the Park, where some of the homes will be specifically designed for market rental and will accommodate affordable homes and homes for sale. New homes will also be built as part of the Olympicopolis development around Stratford.
Waterfront. These developments will generate capital income through receipts to support the Olympicopolis development.

Future phases of housing will be designed and phased to balance our wish to deliver new neighbourhoods on the Park as quickly as possible with the need to allow new communities, including a good mix of affordable and market housing of different types, to grow gradually and organically. Homes and neighbourhoods will be built to excellent architectural and urban design standards, drawing on the expertise of our Quality Review Panel, and will all meet zero carbon standards. The aim is to progress new neighbourhoods or enable new developments at Hackney Wick, Bromley by Bow, Pudding Mill Lane (PML) and Rick Roberts Way (RRW). RRW and PML are both scheduled to complete after the period of the Ten Year Plan.

Alongside the homes and neighbourhoods, we are delivering improvements to the Hackney Wick London Overground Station, including new routes to reduce walking times between the station and Here East and the Park, a new and enlarged station ticket office, the installation of lifts and stairs to the platforms, and the creation of a new north-south pedestrian route under the railway embankment. These works will be completed in Autumn 2017. These form part of the programme, delivered in partnership with the local boroughs, to create vibrant, mixed-use places at Hackney Wick and Fish Island, retaining the area's character and heritage, and supporting existing residents and businesses, while becoming an exciting and attractive location for newcomers. The first phase of these works, known as Hackney Wick Central, will commence in 2017/18. Work is also underway to identify funding for Hackney Wick and Fish Island connectivity projects with partners, with an aim to deliver a priority connection project in 2016/17.

Our strategy for Bromley by Bow is to continue to work with the landowners and partners to agree the comprehensive delivery of a new District Centre, improvements to BBB Station and a new primary school and better crossings over the busy A12 highway. We will also progress plans to deliver a new Local Centre at Pudding Mill, with a combined delivery of approximately 1,700 new homes, beginning towards the end of the Ten Year Plan, possibly beyond.

By the end of this Plan period, work will have begun on a comprehensive, residential-led mixed use development at Rick Roberts Way. Early work has commenced with stakeholders to reach agreement on a delivery programme and strategy.

The Ten Year Plan includes budget provision for Section 106 and infrastructure payments relating to developments of these new neighbourhoods as part of the Legacy Communities Scheme planning approval. This includes work on roads and bridges for East Wick and Sweetwater due to start on site in 2016/17 including the new North-South highways link over bridge L03. The Corporation’s Estate Management function supports the development of new neighbourhoods on the Park through advising on rates, administering the Fixed Estate Charge, service charges and liaising with the development management teams for each of the development plots on the site.

We have also accelerated our plans for new schools, to build in the ingredients of success from the start, cement community cohesion and meet local needs. We are working with the London Borough of Hackney and Mossbourne Academy Trust to deliver a new primary
school and a nursery in the west of the Park at East Wick: Mossbourne Riverside Academy. Construction is now in progress. The school began phased opening in September 2015 with a 30 place reception class located temporarily at Brook Community Primary School in Hackney. The school is planned to open at its permanent location in September 2016.

We are also working with the Education Funding Agency to support the delivery of the DRET East London Free School, which will offer two forms of entry at primary level (situated at a site in Sweetwater), with built in resilience to add a third form of entry when required, and at the Stadium Island site six forms of entry at secondary and 240 places in the 6th form. The school will be operated by the David Ross Education Trust. Start on site is due in 2016/17 with the primary school site to open in 2017 (including year 7 classes) and the secondary school site to open in 2018.

As the local planning authority, we have adopted, following consultation and public examination, the Local Plan. This, and supplementary planning documents being produced in 2015/16 and 2016/17 sets out our vision for the area up to 2031, and the detailed land use and building policies that will help to realise that vision. The Local Plan will be reviewed in 2018/19. We have also commenced collection of the Community Infrastructure Levy, which uses contributions from local developments to support essential infrastructure projects – from footpaths and cycle ways to rail station improvements – that are needed locally. The planning policy and decisions team also process the full range of planning applications, with a dedicated Planning Decisions Committee which includes local authority representatives and independent members, as well as members of the Legacy Corporation’s Board. The Planning function also manages: planning appeals; enforcement against unlawful planning activity and planning related matters including pre-application discussions.

The planning policy and decisions team has key performance indicators relating to:

- Meeting and exceeding budgeted planning fee income.
- Meeting and exceeding target of 70% applications determined in time (stretch target of 80%)
- Managed reduction of on hand enforcement cases.
- All major applications determined in time (measured quarterly for DCLG)
- These have been met are exceeded for 15/16 to date.

The Leaway is a linear park creating a continuous walking and cycling route along the River Lea. LLDC is working with Partners on this programme which will connect several existing but fragmented parks, building new parks and pedestrian and cycle connections as land becomes available. By autumn 2016, the continuous Leaway route will comprise a generous, permanent riverside public route and major new infrastructure elements such as the ramped connection to the towpath at Twelvetrees (which is being delivered by LLDC) and a new ramp linking Canning Town to the river via the A13. Future works will be delivered in partnership with landowners and include a new pedestrian/cycle bridge at Poplar Reach; delivery of a new ‘connector’ at the A13 in Poplar and completion of significant new parks at Mill Meads and Twelvetrees.

Improvements in the Stratford area include the completion of an entrance at Stratford Station to create better connections to the Carpenters Estate and the south of the Park, start
on site is due to commence in early 2016/17 and work completed by 2017/18. Later work includes bridge improvements and landscaping for the Jupp Road Bridge which connects the Carpenters Estate to Stratford town centre, subject to funding.

Other significant activities which will help to enhance the Park and surrounding area as a place to live that are scheduled to complete in 2016/17 include: the Corporation working with TfL to deliver a cycle ramp for H10 Wallis Road Bridge; repairs to the River Wall at 3 Mills Studios; and payments to local authorities to adopt roads on the Park, notably Carpenters Road and Waterden Road.

We will continue to review our land and property holdings to ensure we are maximising their potential in the context of our regeneration objective.
### Business Objective

Deliver 2,500 homes

Build 2 high quality new schools

Development of the whole LLDC area

### Milestones and measures - Live

#### Olympicopolis

- Appoint design team
- Outline planning consent
- Detailed planning consent
- Residential developer appointed
- Fixed price construction contract
- Tower 1 completed
- Tower 2 completed

#### Chobham Manor

- Chobham Manor developer on site
- Chobham Manor 250 units built
- Chobham Manor 550 units built
- Chobham Manor all 828 units and occupied

#### East Wick & Sweetwater

- Submission of Zonal Masterplan
- East Wick & Sweetwater planning and design
- Phase 1 Construction and infrastructure delivery
- East Wick & Sweetwater 875 units built
- East Wick & Sweetwater 1,150 units built
- East Wick & Sweetwater 1,150 units built
- 360 End Use Jobs Created

#### Retrofit

- Construction commences
- Phased opening
- Construction undertaken
- Primary site opening
- Secondary site opening

#### Planning Policy and Decisions Team

- Community Infrastructure Levy adopted; collection commences
- CIIL Collection
- Local Plan adopted
- Local Plan review
- Local Plan review

#### Hackney Wick/Fish Island

- Grant of outline planning consent
- Hackney Wick neighbourhood centre first phase undertaken and complete
- HWFI Priority connectivity project complete
- Hackney Wick Station improvements complete

#### Bromley by Bow

- Bromley by Bow agree strategy
- Bromley by Bow district centre development and land disposal

#### Rick Roberts Way

- Complete masterplanning brief
- Masterplanning and Viability study complete

#### Pudding Mill Lane

- Agree and implement programme
- Receipts generated

#### Twelvetrees

- Twelvetrees: Construction commences
- Twelvetrees: complete phase 1
- Future Leaway phasing dependent on funding

#### Stratford

- Stratford Station Contractor start on site
- Stratford Station Carpenters entrance design and build complete
- Jupp Road bridge rebuilt

#### Massbourne Riverside Academy

- Construction commences
- Phased opening

#### DRET London Free School

- Construction undertaken
- Primary site opening
- Secondary site opening

#### Receipts generated

30 place reception class open at Brook Community Primary School is now open

#### KEY:

- Completed Milestone
5. **WORK: Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people**

5.1 **Overview**

London’s Olympic Bid in 2004 promised “the regeneration of an entire community for the direct benefit of everyone who lives there”, and the potential to create transformational change lay behind the selection of Stratford as the focus for London’s bid. The Legacy Corporation’s vision will only be realised if local people and communities benefit from the investment, new jobs, sports facilities and homes that are attracted into the area.

East London’s communities are some of the most dynamic and culturally diverse in the UK but also some of the most deprived, facing a number of significant barriers including low employment rates, poor health outcomes, high crime rates and poor quality housing. The area is rich in success stories, but many of those who are successful tend to move on. The goal of convergence describes the objective which is shared by national, regional and local government – to bridge the gap between this area and the rest of the capital, and ensure that the rebirth of the area around Queen Elizabeth Olympic Park makes a lasting change for local people.

Promoting convergence is a long-term project, and one which we share with the east London ‘growth boroughs’ (Barking and Dagenham, Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest), working particularly closely with the four boroughs adjoining the Park whose leaders and mayors are members of the Legacy Corporation Board.

The Legacy Corporation delivers projects and programmes to enable local people to benefit from the opportunities the Park offers and also to become part of the success story of the area. Our approach in all these areas is to work with park employers, operators, boroughs and local community organisations, to link the Park into local networks. Our vision is that the opportunities in the Park will benefit people from the surrounding area: employers moving on to the Park will set and meet testing targets for employing local people; local jobseekers will be able to find fulfilling and rewarding jobs in the local area or further afield; and local businesses will benefit from the spending power of an increasing flow of visitors to the Park, venues and cultural facilities.

In the 10 year period it is estimated that at least 40,000 jobs will be created in the Park and its surrounding area (this includes an estimated 25,000 in The International Quarter).

5.2 **Projects and plans**

Our **socio-economic programme** is based on working with partners, such as borough job brokerages, Job Centre Plus and training providers to ensure that local people have both the opportunities and the skills to compete for and benefit from employment in the Park. We use our procurement process to select contractors and operators who demonstrate a strong commitment to delivering benefits to local people and priority groups, including the payment of London Living Wage. We work very closely with our contractors, venue operators and other businesses on the Park to help them to access well-trained job-ready employees from
the local community. We aim to raise benchmarks and set best practice, stretching local labour targets and establishing new delivery models.

Our work with contractors during the transformation phase stretched inherited lifetime local labour targets of 20 per cent to 30 per cent and delivered the most apprentices on a single site in London in 2013, creating opportunities for local people and underrepresented groups. Our apprenticeships programme, operated through a social enterprise, has now been adopted by the Chobham Manor development partners, reflecting its success in linking young people into career opportunities in construction. We are now replicating this success across other sectors to support a range of business to recruit locally and build apprenticeships into their operational models; this includes businesses in sport and leisure, hospitality, creative, digital, media and tech sectors. We aim to deliver a skills and employment programme that engages over 500 young people in career workshops and delivers 60 people into apprenticeships and jobs within the creative sector each year from 2015/16 to 2018/19.

Some of our current major workforce targets are set out below.

<table>
<thead>
<tr>
<th>% of workforce</th>
<th>Construction</th>
<th>Aquatics and Copper Box</th>
<th>Estates and facilities management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Threshold</td>
<td></td>
</tr>
<tr>
<td>Residents from the host boroughs</td>
<td>30</td>
<td>70</td>
<td>85</td>
</tr>
<tr>
<td>From black and minority ethnic groups</td>
<td>25</td>
<td>55</td>
<td>35</td>
</tr>
<tr>
<td>Women</td>
<td>5</td>
<td>50</td>
<td>42</td>
</tr>
<tr>
<td>Disabled people</td>
<td>3</td>
<td>3-5</td>
<td>10</td>
</tr>
</tbody>
</table>

Other socio economic activities include: supporting Olympicopolis activities through the delivery of European Social Fund funded outputs (following completion of negotiations with ESF); delivery of an employer-led construction training programme for at least 150 local residents each year from 2016/17 to 2018/19; and a demand-led centrally commissioned construction training programme.

In the former Press and Broadcast Centre, which already houses BT Sport, Loughborough University in London (LUiL), the High Speed Sustainable Manufacturing Institute and the Advanced Propulsion Centre. Here East are fitting out their new tech hub, with confirmed future tenants including Infinity SDC (the data centre operator), and Wayne McGregor/Random Dance (who have already taken up temporary office space in the former Press Centre). Infinity have had their space handed over to them and LUiL opened on site in the former Press Centre in September 2015, receiving hundreds of students. This is the temporary home for the University until Easter 2016, after which they will move into the former Broadcast Centre. The buildings are being occupied in phases and will be fully occupied by 2020. UCL continue to work through their design concepts for the Bartlett School of Architecture, which will be used to undertake ground-breaking research in areas including architecture, infrastructure, transport, robotics, healthcare, manufacturing and environmental measurement, with a planned handover of their space in January 2016 to fit out.
The programme of work at Hackney Wick and Fish Island, Pudding Mill Lane and Bromley by Bow described under ‘Live’ will also support local businesses, generating further job opportunities in the local area.

In addition, through our community engagement programme, the Park operators have established Our Parklife, a social enterprise aiming to help people who have been unemployed for a long time to access work on the Park.
Milestones and measures - Work

Business Objective

Here East start on site to fit out Press & Broadcast Centres
Press Centre ready for phased occupation
Broadcast Centre ready for phased occupation
Here East buildings fully occupied

Olympicopolis institutions
Building designers appointed
Olympicopolis development agreements
Hybrid planning consent
Cultural & Education Complex Construction & Fit-out
Mixed-Use Buildings UCL delivered
Academic Buildings UCL delivered
Open Stratford Waterfront

Press and Broadcast Centre (Here East)

New neighbourhoods

Socio-Economic

Current construction targets are:
• 30% Permanent residency in Growth Boroughs
• 10% of the workforce were previously unemployed
• 40% of workforce from BAME groups
• 5% of the workforce are women
• 3% of the workforce are disabled
• 5% of the workforce are apprentices

Current End-use targets are:
• 25-85% Permanent residency in Growth Boroughs (dependent on sector/activity)
• 55% of workforce from BAME groups
• 50% of the workforce are women
• 5% of the workforce are disabled
• 5% Work based training opportunities (including apprenticeships)

Local People benefit from Park’s success

Significant employment space at Hackney Wick
Creation of 13,000 jobs
Pudding Mill: 35,000 sq m of employment space, including potential Urban Bio Science

KEY:
Completed Milestone
6. VISIT: Create a diverse, unique, successful and financially sustainable visitor destination

6.1 Overview

Following the London 2012 Olympic and Paralympic Games, the Legacy Corporation took responsibility for the Queen Elizabeth Olympic Park, the London Aquatics Centre, the Stadium, the Copper Box Arena, the former Press and Broadcast Centre and the ArcelorMittal Orbit. Together with the VeloPark and Hockey and Tennis Centre (which are owned and operated by Lee Valley Regional Park Authority), these exciting venues make up Queen Elizabeth Olympic Park, offering an unrivalled destination for sport and leisure, with everything from cycle paths and children’s play areas to state of the art competition venues for swimming and athletics.

With the Park and venues re-opening (the Stadium being the last venue to re-open permanently in 2016), the Legacy Corporation is developing Queen Elizabeth Olympic Park’s offer as London’s premier centre for major sporting and cultural events: the 2015 events programme has included high profile activity both within the venues and externally on the Park, with over 600,000 people attending events outside of the venues, including over 400,000 at Beach East, the Park’s hugely successful urban beach.

Alongside the events programme, the Park will continue to act as an oasis for local people, in the dynamic landscape of the South Park Plaza, and in the softer river valleys and play space of the north of the Park. These are places for local leisure – for playing sport (with venue prices pegged to those charged by local sports centres), for enjoying picnics, for walking or for watching the changing seasons in tranquillity. Smaller scale events generate activity throughout the year, and short-term leases for sites that will be developed in future – from community enterprises to more commercial offerings – ensure that there is always activity across the Park, and that visitors always have a reason to return. By the end of the plan period, visitors will have even more reasons to visit, with the opening of new museums and galleries on Stratford Waterfront (the V&A, Sadler’s Wells).

6.2 Projects and plans

The Park and venues have been opened in phases, following the completion of the post-Games transformation programme. In the eighteen months following the 2012 Games, we cleared Games-time infrastructure, completed legacy conversion, and re-connected the Park to its surrounding neighbourhoods. The Copper Box Arena and the north area of the Park, including the Timber Lodge café and community centre opened in July 2013, and the Aquatics Centre opened on 1 March 2014. The remodelled south of the Park, the ArcelorMittal Orbit and the Lee Valley VeloPark, and Tennis Centre all opened between March and May 2014, with the Lee Valley Hockey and Tennis Centre opening in June 2014. The Stadium will re-open permanently in summer 2016 as the permanent home for West Ham United FC and UK Athletics, following the successful temporary re-opening for major events such as the Rugby World Cup matches in 2015 (see below). Work on the Canal Park, a linear park on the western side of Queen Elizabeth Olympic Park along the Lee Navigation Canal and the final piece in creating world class parklands on Queen Elizabeth Olympic Park, was completed in 2015. Over 8 million people have visited the Park since it re-opened.
We have also put in place robust operational management arrangements for the Park and venues and LLDC assets: the Park and ArcelorMittal Orbit are managed by Engie who also maintain Park and venues through the Estates and Facilities Management (EFM) contract (which includes Park security).

- The Aquatics Centre and Copper Box Arena are operated by Greenwich Leisure Limited, a social enterprise.
- The Timber Lodge Café is operated by Unity Kitchen, a social enterprise established by the Camden Society.
- Here East, a joint venture between Delancey, a specialist real estate investment and advisory company, and Infinity SDC, the UK’s leading data centre operator, is converting and will manage the Press and Broadcast Centres.
- 3 Mills Studios are managed by Deloitte Real Estate.
- Off-park assets (e.g. Hackney Wick properties and Bromley-by-Bow properties) are managed by Hartnell Taylor Cook.
- Lee Valley Regional Park Authority owns and operates the VeloPark and the Hockey and Tennis Centre.

Following the award of concessions for use of the Stadium, to West Ham United Football Club and UK Athletics, conversion works are well advanced and will be completed for the summer 2016. E20 Stadium LLP, a joint venture established by the Legacy Corporation and London Borough of Newham, runs the Stadium under a long lease, and LS185 (a subsidiary of VINCI Concessions) has been appointed to operate and promote events for the Stadium and surrounding parkland, including the kiosks.

This summer and autumn has seen the re-opening of the Stadium in highly successful style as one of the main stadia for the Rugby World Cup. The five matches were held culminating in the Bronze match between Argentina and South Africa: around half a million people have attended events in the Stadium in 2015, and pictures of the Stadium have been broadcast to millions of viewers around the world.

Planning permission was approved in July 2015 for a slide to be installed on the ArcelorMittal Orbit. The slide is scheduled to be installed by spring 2016 and will be the World’s longest dry covered slide.

To ensure the Park and venues can continue to build on high Park and venue visitor numbers achieved to date a major events programme is underway. This includes community events which are focused on boosting Park usage, and creating a draw for local and national visitors. In addition to annual events like National Paralympic Day and Ride London, these include school events, charity events, concerts and film screenings, funfairs and fun runs.

Major events confirmed for 2016/17 include Sport Relief, the UCI Track Cycling World Championships (Lee Valley VeloPark) in March; Run Hackney and the European Aquatics Championships (London Aquatics Centre) in May; Newham Run (Parkwide), and UKA’s Diamond League (Stadium) in July. The Copper Box Arena hosts the British Darts Association World Masters in November 2016. The IAAF and IPC world championships are
scheduled in 2017, along with the FIH Men’s Hockey World League. 2018 also sees the Lee Valley Hockey and Tennis Centre hosting the FIH Women’s World Cup.

At the same time, the Park and its leisure facilities in the Copper Box Arena (CBA) and London Aquatics Centre (LAC) will remain accessible and affordable to local people. As new neighbourhoods continue to be developed the space available for some events will be limited and will reduce in number; after 2017/18 events will be concentrated in the Park LAC and CBA sessions are priced similar to commensurate facilities in the local area, and the operator targets their delivery to meet performance goals relevant to the local communities. Annual price increases will be set in accordance with the fees and charges policy published on our website.

The Legacy Corporation works hard to ensure that the Park is managed to recognised standards, and this has been recognised through gaining the Green Flag Award one year earlier than anticipated in 2014 and awarded again in 2015. This is based on an annual assessment of performance against a range of criteria, including safety, cleanliness, sustainability, community involvement and conservation and we will maintain this standard. By 2020, we will also seek to achieve zero waste to landfill from events, reflecting our priority theme to focus on environmental sustainability.

A rolling programme of asset protection and remedial works is being undertaken to ensure that our assets remain in good condition to generate financial returns to the Corporation.

In line with the Secure by Design planning condition for the Park, additional CCTV is to be installed in 2016/17 prior to the opening of the Stadium for football events. This CCTV installation will give comprehensive coverage of the Park and ensure a safe and secure environment for all that visit the Park.

Hostile Vehicle Mitigation (HVM) is a vital part of the strategy to protect the Stadium and areas of the park that fall under the “Crowded Places” definition. Discussions with the Metropolitan Police and Security Services have identified a number of locations that will require the installation of HVM. HVM also forms part of the Secure by Design sign off for the Stadium.

Permanent park depot facilities are being identified and the depot is due to be relocated in 2016/17. A programme of off park wayfinding for road and street signage to the Park is due to complete in 2016/17.

The Corporation is leading the Smart Sustainable Districts programme with partners across the Park and Olympicopolis. The plan will shape the direction of European investment levered in from Climate KIC over the short to medium term, which includes access to emerging technologies and business models and also to leading experts from a range of European institutions.
### Milestones and measures - Visit

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#### Milestones and measures - Visit

- **Operational Park, venues and waterways**
  - Stadium complete for Rugby World Cup
  - Permanent reopening of Stadium, 2016/17 football season
  - AMO slide planning approved
  - AMO slide construction
  - Rolling programme of life cycle venue refurbishment

- **Operational Stadium including football, athletics and summer events**

- **Academic Buildings UCL delivered**

- **Open Stratford Waterfront**

#### Business Objective

- **Operational Park and venues**
- **Build on the high visitor numbers achieved by expanding our reach beyond east London.**
- **Annual community, cultural and sporting events programme**
- **Major sports events**
  - Future major sporting events TBC
- **Athletics meets in the Stadium (and future years)**
  - IPC World Championships
  - IAAF World Championships
  - World Track Cycling championships
  - Sport Relief
  - Make the Future
  - Women's Champions Hockey Trophy

#### Key:

- Completed Milestone
- Maintain Green flag status for the Park
- Green flag status for the Park
- Achieve and maintain zero event waste to landfill for events
- Zero events waste to landfill
7. **INSPIRE: Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London**

7.1 **Overview**

In the summer of 2012 the London Games brought the world to east London, showcasing its rich heritage, beauty and vitality, as well as excellent new facilities and transport connections. The eastwards growth of central London, which began some thirty years ago in Docklands, now encompasses Stratford – placing Queen Elizabeth Olympic Park at the heart of a new metropolitan district.

The London 2012 Games helped to secure this fundamental shift in perceptions of east London. The area's young and diverse population had already made it a trailblazer in design and creativity, from fashion to music, to architecture and artisanal food. Hackney Wick and Fish Island have established an epicentre of creativity on the western edge of the Park, to balance the dynamism of Stratford town centre and Westfield Stratford City on the east side of the Park.

We want to capitalise on this opportunity, and to raise our ambition for new development around Queen Elizabeth Olympic Park, by building on its existing strengths in design and creativity. Inspired by the vision for the legacy of the Great Exhibition that created Exhibition Road, sometimes known as ‘Albertopolis’, the Mayor of London has worked with the Legacy Corporation on plans to bring prestigious institutions to the site and to attract and nurture knowledge based industries to foster collaboration and innovation and create new visitor attractions. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best, with the potential to deliver 3,000 new jobs, 1.5 million additional visitors per annum, and £2.8 billion of economic value to Stratford and the surrounding area.

Over the next five years, University College London will establish a campus (known as UCL East) with academic facilities, student and staff accommodation. On Stratford Waterfront, University of the Arts London, V&A and Sadler’s Wells are key partners in the development of a culture and education complex, with discussions also underway with the Smithsonian Institution.

These new facilities will not only strengthen the Park’s offer for national and international visitors, but also create a home for skilled artists, designers, teachers, engineers, scientists, architects and craftsmen – and the global companies that need this talent. These people will live and work throughout east London, but the Park will be the fulcrum of growth and a new symbol of London as a global powerhouse of creativity, learning and development.

A new charity has been set up, the Foundation for FutureLondon (FFL), to help realise these ambitions. The charity aims to ensure through the promotion of arts, culture, science and education, that the arrival of world class institutions can successfully raise expectation and aspiration and provide the stepping stones towards a wider ambition. LLDC will work closely with FFL over the future years to develop the shared long-term vision for the future direction and operation of the Park.
7.2 Projects and plans

The plans for Olympicopolis are being further developed during 2015 with, UAL UCL, Sadler’s Wells and the V&A, the Government and other partners, to ensure that these exciting new developments for the Park can be delivered as soon as possible, with construction anticipated from 2018, and in a way that accelerates and enhances the tangible civic, economic and social legacy from London 2012. The design and masterplanning work for the UCL East sites continues which will bring a mix of academic research and teaching to the Park. Legal agreements are being progressed with each of the partners alongside procurement strategies. LLDC’s programme assurance capability is being strengthened.

Our arts and culture programme has invested in local arts venues such as The Yard theatre and The White Building in Hackney Wick - both these venues support cutting edge artists and extend the cultural offer beyond the Park. A major priority in coming years will be brokering relationships between local creative partners and the new cultural institutions of Olympicopolis. This follows our successful Arts and Culture programme since 2012: by the end of 2015/16 will have engaged with more than 100,000 people through arts outreach and participation activities and events: achieved by delivering cultural events and commissioning new arts projects for the Park during this time. We have delivered spectacular and accessible projects across all art forms, working with local communities, supporting local employment opportunities and inspiring the next generation of young people to develop their creative talent and skills. We will work hard to ensure the Olympicopolis complements the existing arts and culture provision around the Park and make links with existing neighbours to ensure good integration.

We run an extensive and cross-cutting programme of community engagement which supports a number of our objectives, including the creation of new neighbourhoods and linking them effectively to existing local communities. This programme adopts a multi-pronged approach which includes not only community outreach projects but also involvement in how the space is physically built and managed. This approach ensures that the community is considered in every aspect of the future of the Park and surrounding area. Our engagement work is made up of five main themes: community connections; Park management and programming; neighbourhood development; business engagement; and community communications. Our broad range of projects and activities include the likes of our schools and education programme, the Legacy Youth Voice, Voice of East London radio project, Park Champions volunteering programme, building community hubs, sports outreach projects and community gardening projects. We have also established Echo, a timebanking programme that enables people to trade skills and services with others in the local community. In addition we also invest in best practice site relations by running a 24 hour public hotline, regular residents meeting and newsletters.

The community and business engagement budgets reduce over the ten years: we are confident that the work we are doing with Olympicopolis partners, development partners, Foundation for FutureLondon and others to support and encourage them to take on responsibility for engagement programmes will result in an increase in the level of their activities as the level of the Legacy Corporation’s activities reduce. We will also seek further funding to enable continuing support and targeted programmes where these are needed.
Community sports participation is actively encouraged by locally-pegged prices in place at the Park venues, and by the wide range of mass participation events planned on the Park each year, from Ride London, to fun runs, to more informal opportunities. Over the next four years we will aim to engage with 100,000 people\(^2\) through Active People Active Park, working with local boroughs sports clubs and community groups to deliver a programme of activity for all ages, abilities and levels of fitness. Activities range from Nordic walking and social jogging to self-defence classes.

As an integral part of the programme, the Motivate East programme, run with the host boroughs helps to support the Paralympic legacy by promoting local involvement in Paralympic sport, celebrating the legacy through the annual National Paralympic Day which showcases disability sports and art and ensuring inclusive design across the Park and the wider LLDC area. Sport England have confirmed funding for phase 2 of the programme which will now run until 2017/18. We also work to ensure that developments on and around the Park are built to incorporate inclusive design.

\(^2\) This target does not include use of the venues, and mass events like runs and cycle events.
## Milestones and measures - Inspire

### Business Objective

#### Paralympic Legacy, Inclusion + Sports participation

- **Olympicopolis institutions**
  - Building designers appointed
  - Hybrid planning consent
  - Cultural & Education Complex Construction & Fit-out
  - Olympicopolis development agreements
  - Mixed-Use Buildings UCL delivered
  - Academic Buildings UCL delivered
  - Open Stratford Waterfront

- **Hackney Wick**
  - Mandeville Place established in Park
  - Hackney Wick neighbourhood centre first phase undertaken and complete (Workspace)

### Local People benefit from Park’s success

- Future targets dependent on funding stream

#### Annual National Paralympic Day

All projects on Park meet inclusive Design Standards

- Motivate East exceed target of 26,000 participants in inclusive sport activities
- ME: Exceed target of 33,998 participants in Inclusive sport activities
- Exceed Sport and Health opportunity target of 15,000
- Sport and Health activation programme for Rio games
- Exceed Active People Active Park target of 29,500
- Secure APAP programme extension until 2017/18
- Sport and Health activation programme for World Athletics Championships

#### Key:
- Completed Milestone

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LLDC TEN YEAR PLAN 2015/16 – 2024/25
Approved Board March 2016
8. **DELIVER:** Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC’s core values.

8.1 **Overview**

We have a wider responsibility to taxpayers, to minimise the Legacy Corporation’s call on public funds by ensuring best value in everything we do, acting commercially where this can support our role as a regeneration agency, and – over the long term - enabling return of capital receipts from new developments to the Mayor of London and National Lottery.

8.2 **Projects and plans**

Work in this area includes functions to support the delivery of the Legacy Corporation’s objectives through services including Finance, Human Resources, IT and Information Management, Programme Management and Assurance, Legal, Procurement and Commercial. This objective also covers the work of the Communication, Marketing and Strategy team which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

Some of the activities, milestones (including those which are undertaken on a cyclical basis) and measures to support this objective are listed below.

**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

**Communication, marketing and strategy**

- Development of the Corporation’s Commercial Strategy with Finance and Corporate Services
- Transition strategy complete: 2016/17
- Marketing campaigns, corporate communications and research throughout
- Stadium reopening promotion: 2016/17, and engagement events (throughout)
- Olympicopolis promotion and engagement events (throughout)
- Achieving 60% rating of key stakeholders who believe LLDC is delivering against its aims for east London
Finance, risk and audit

- Budgeting and cost control to ensure that the legacy corporation is able to operate on a stable financial footing. Development of financial and commercial strategies to minimise the Corporation’s recourse to public subsidy.
- Completion of the implementation of the Corporation’s new Finance system (Oracle Fusion) as part of a fundamental restructure of the finance system, process and organisation delivered in 2015.
- Prompt payments measured at 95%.
- Annual Statutory accounts receive unqualified audit opinion.
- Delivery of annual internal audit programme.
- Delivery of Board’s annual risk review and risk update to every Audit Committee meeting.
- Financial support and advice to the Corporation to help ensure value for money.

Commercial and Procurement

- Development of the Corporation’s Commercial Strategy with Communication, Marketing and Strategy.
- Progress the commercial review programme to improve commercial management and value for money.

Freedom of Information and Governance

- Freedom of Information and Environmental Information Regulations requests responded to within agreed timescales.
- Board and Committee papers issued within statutory timescales.
- Compliance with Transparency codes.
- Submission of LLDC’s annual Environmental Sustainability Report.

IT and Smart Park

- IT Service Delivery (support call response and resolution) KPIs (monthly).
- IT Service Delivery re-procurement 2016/17.
- IT Project Delivery (to scope, on time, on budget) KPIs (monthly).

Release of stages 2 and 3 of the Smart Park App

- Delivery of Smart / Sustainable Park initiative: the LLDC Smart Park Strategy and the GLA’s Smart London Plan identifies the Queen Elizabeth Olympic Park as a demonstrator space for Smart City initiatives. Plans are currently being scoped.

Human Resources

- Delivery of the One Organisation implementation action plan.
Safeguarding

- As part of our commitment to safeguarding children and vulnerable adults on the Park, we have a dedicated Safeguarding Officer and a mailbox for reporting any issues.

The Corporation will continue to honour its commitment to pay the London Living Wage (LLW) to its direct employees, including interns and apprentices. LLDC also ensures that it is a contractual requirement of its Tier 1 construction and end-use contractors to pay the LLW to their directly employed staff and encourages the payment of the LLW where it does not have a direct contractual arrangement with a Park employer.
9. Sustaining the legacy

London Legacy Development Corporation has been established to make the most of a once-in-a-lifetime opportunity, and we must ensure that our legacy is robust and sustainable in the long term. To this end:

- Long term operating arrangements are already in place for the Park and venues. These will be kept under review, and refreshed where appropriate, and options will be considered for what long-term oversight and governance arrangements need to be put in place.

- Major developments of new neighbourhoods will be well advanced by the end of the period covered by this plan, and long-term estate management arrangements will be established to maintain the quality of management that is embedded in our estate strategy. This includes further work to develop and deliver plans for Olympicopolis.

- Many of our regeneration activities are already being delivered through organisations that we have helped form such as the Foundation for FutureLondon, Our Parklife, and the Echo shared economy company, which have an independent existence as charities and social enterprises. The role of these organisations will develop and grow over time. Other activities such as work with Park employers to ensure local people can access employment will become progressively mainstreamed into the day to day business of Park partners. Others will be picked up by local authorities or other local agencies.

- The Legacy Corporation is expected to continue to be the organisation responsible for delivering the vision and programme of this ten year plan. A strategy is currently being developed for the long term determination for all the assets and obligations at the end of this period.