



London Legacy Development Corporation

HOUSING DELIVERY PLAN

2020-2025

(2022 Update)

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



EXECUTIVE SUMMARY

This **2022 Update** to the LLDC's Housing Delivery Plan sets out the progress made since the last update in Summer 2021, details key market changes and sets out how these are reflected in the Delivery Plan going forward.

LLDC's **Housing Delivery Plan** (the Delivery Plan) comes at a very important time. The delivery of successful and integrated neighbourhoods, where people want – and can afford – to live, work and play, is a key element of the Legacy programme. The Vision for the Park is as an Innovative London Metropolitan Centre with a global focus, powered by inclusive growth, with community and opportunity. It is a priority to ensure successful delivery ahead of LLDC's Transition. This is set within the context of the need to build more homes, with future developments providing 50% affordable housing, whilst maintaining a balanced Long Term Model (LTM), and in recovery from the COVID-19 crisis.

The Delivery Plan sets out the **Strategic Context** of national and local policy, in particular the National Planning Policy Framework, the Mayor's London Housing Strategy and London Plan, and LLDC's Local Plan. It considers local housing need, affordability and the current **Housing Market Demand**. This background informs **What homes should LLDC be delivering**, including family and affordable housing.

LLDC is committed to delivering **family housing** in high-quality neighbourhoods and has learned a great deal since residents first moved into Chobham Manor in 2015. Proposals for our future developments set out a flexible, site-specific approach to the quantum of 2-bed and 3-bed+ accommodation that is delivered. We recognise that a design-led approach to family housing is essential to encourage more take-up by actual families, having regard to open space, play space, school places and easy access. The COVID-19 pandemic has reinforced this importance. LLDC also sees an opportunity to prioritise delivery of 3-bed affordable units over 3-bed private units to meet local need. There will be a balance of unit typologies, to avoid saturating the market with one product; an approach that is also preferred by Registered Providers.

The other key consideration for LLDC is **affordable housing** provision. The LLDC Local Plan identifies a greater need for low cost rented accommodation within the area and sets out a tenure split requirement of 60% low cost rented and 40% intermediate. Where existing planning consents do not meet this target, we will explore opportunities to improve the mix, when opportunities arise, through the use of Off-Site Affordable Housing S106 funds collected by LLDC as Planning Authority (as done at Chobham Manor) and the use of Recycled Capital Grant Funding (as done at Phase 1 of East Wick and Sweetwater).

Across all LLDC's housing developments the key aim is facilitate the delivery of **quality neighbourhoods** – these are guided by the Great Estate Principle and enabled through the four Priority Themes: delivering inclusive growth and community well-being; delivering sustainable development and responding to the climate emergency; delivering high quality design; and delivering inclusion and diversity.

The **Great Estate Principle** relates to the ambition to create a coherent sense of place by proactively shaping development, maintaining the quality of the Park and careful ongoing estate management. Coordinated architectural, urban and landscape design are essential elements for creating high-quality places that are engaging, safe, usable and beautiful, and which create and maintain value over the long term. For LLDC this is defined more specifically by our **Design Quality Policy**; this sets out how the design and delivery of these new neighbourhoods will respond to the sense of place in East London and ensure **character, landscape, and inclusivity** are embedded from the outset.

The Delivery Plan also recognises the challenges in meeting exemplary **sustainability** standards and the need for clear strategies in meeting new requirements and standards, responding to the climate emergency and a long-term strategy for the district heating concession to help us achieve Net Zero Carbon.

Where are we now? The Delivery Plan covers our four housing programmes:

- Legacy Community Sites (currently under contract);
- Portfolio Sites (linked through the Stratford Waterfront Planning Consent);
- Neighbourhood Centres (which include local retail/employment centres); and
- Feasibility Sites (additional ‘windfall’ sites).

The **Legacy Community Sites** are currently under contract: Chobham Manor is now complete; and East Wick and Sweetwater construction is underway, with Phase 1 completed in August 2021, and Phase 2 due to start on site in late 2022. Lessons learned from these developments have informed the planning for LLDC’s future sites across the **Portfolio Sites, Neighbourhood Centres** and two sites where **Feasibility** studies have been completed.

Our **future developments** will be delivered by strong partnerships between LLDC and developers, achieving commercial value and capital receipts, whilst also ensuring that ambitious high-quality design, accessibility and sustainability standards are set and met throughout the development lifecycle. A **Post Occupancy Evaluation (POE)** pilot for the first phase of Chobham Manor has been completed. This has established a standardised methodology for POE across all LLDC developments around subjects relating to design, sustainability, transport and community. A consultant team has now been appointed to evaluate the whole of Chobham Manor, together with the first phase of East Wick. Findings from the first phase include positives about the neighbourhood design, the public realm and successful community building; s.43

The key finding relates to the energy performance gap between as designed and as built. To mitigate this the recommendation is to work with evolving standards, ensuring they are applied and costed throughout the design and construction phases. We are already starting to address this at Hackney Wick, Stratford Waterfront and Bridgewater through the inclusion of LETI sustainability standards (The London Energy Transformation Initiative) as standard.

LLDC’s baseline **planning strategy** is to secure outline planning permission on its landholdings prior to disposal. This is to add value by de-risking the project, while embedding high-quality design and appropriate parameters within the planning approval. Planning strategies for individual sites are set out in the Delivery Plan and they vary depending on factors such as land ownership and the size of developments. These factors also inform the **delivery structures** for each site, along with the level of involvement and control required by LLDC to ensure that the strategic objectives of design quality, sustainability, employment creation and long-term value capture are met.

Throughout the Housing Delivery Plan, LLDC is required to **balance objectives** relating to its sites:

- To be market leading through its Priority Themes and the Great Estate Principle;
- To deliver at least 50% affordable housing, on sites not already under contract;
- To deliver profitable and commercial schemes for the benefit of LLDC and partners.

There are challenges in achieving all three objectives, and an appropriate balance will need to be agreed for each future site at the time of procurement.

A key element of the Delivery Plan is the anticipated **programme** of delivery. This programme has been developed with regard to the current market conditions, LLDC capacity (both people and

financial) and the ambition to secure planning consents and delivery contracts before LLDC functions start to transition from 2024. This 2022 Update includes the latest forecast delivery programme.

The Delivery Plan sets out the current mechanisms for **monitoring** and **reporting** on progress, including to the LLDC Board, Planning Decisions Committee, Borough Transition Group, the GLA, Homes for Londoners Board, the Mayor's Policy and Delivery Unit (MPDU) and in public. Aligned with this is LLDC's **risk** management process, including a number of housing related risks on the Corporate Risk Register.

This Delivery Plan will continue to be reviewed and updated annually, to reflect policy and market changes, and to then be used to inform LLDC's annual review of the Long Term Model and Budget.

INTRODUCTION

This 2022 Update to the LLDC's Housing Delivery Plan sets out the progress made since the last update in Summer 2021, details key market changes and sets out how these are reflected in the Delivery Plan going forward.

The document sets out the London Legacy Development Corporation's (LLDC's) ongoing Housing Delivery Plan (Delivery Plan) in relation to its land holdings within Queen Elizabeth Olympic Park (the Park) and the wider Mayoral Development Corporation area.

It provides an overview of LLDC's housing vision, linked to the QEOP Strategy to 2025 and the 2030 Vision for the Park, including a framework for what form of housing we should be delivering, who for, and how and when this will be achieved. It forms the business plan for the Development Directorate over the coming years, informing the annual Long Term Model and Budget submissions to the GLA.

The Delivery Plan considers the successes and lessons learnt in recent years, while consolidating individual project delivery strategies into a robust and coherent programme. It recognises that there are challenges which will need to be addressed through flexible and innovative approaches, highlighting programme level risks and constraints, along with the mitigation approaches that will maximise overall success.

It also recognises that LLDC is a time limited organisation and responsibility for delivery of LLDC's objectives will transition elsewhere in the future. It therefore focusses on what LLDC should be prioritising for delivery prior to commencement of Transition. The Delivery Plan will apply to all future LLDC housing sites but will not be applied retrospectively to those projects already under contract (Chobham Manor and East Wick & Sweetwater) unless material amendments to those schemes enable us to vary the contract terms accordingly.

The report is structured as follows:

- 1. What is the Strategic Context?** sets out what LLDC is trying to achieve from its developments, through a summary of LLDC's Strategy and Vision and of the National and Local Policy.
- 2. What is the Current Market Demand?** provides an overview of the present local housing market. Whilst it is crucial that LLDC's developments address housing need, the individual delivery strategies must also have regard to macro-economic factors and market demand, both from developers and occupiers, to ensure deliverability.
- 3. What type of new homes?** provides a comprehensive overview of who LLDC is building for, how each of LLDC's Priority Themes will be achieved and the importance of stewardship over the long term.
- 4. Where are we now?** describes the work undertaken to date in delivering LLDC's Housing Delivery Plan. This gives an overview of all the development sites and the status of these, including where homes are already occupied at Chobham Manor and East Wick. This section has been updated to reflect progress since the original Delivery Plan in 2020.
- 5. How LLDC will deliver the new homes?** sets out the disposal options, considered in the context of the principal drivers, including the relative risks and rewards and LLDC's financial obligations through its Long Term Model.
- 6. When will LLDC deliver new homes?** sets out the LLDC's delivery programme, highlighting the risks and issues to achieving this. It also sets out an ongoing monitoring and reporting regime, such that progress against programme can be effectively monitored by the LLDC Board, as well as the GLA's Homes for Londoners Board.

Key updates to the Delivery Plan in 2022 include: reference to LLDC's new SHIFT programme; an update on the current local housing market, latest HPI and TPI forecasts, and the impact of the current economic uncertainty and rapid cost inflation; **s.43**

findings from the first POE results at Chobham Manor; and further commentary on our approach to inclusive neighbourhoods.

Since the last update in 2021, **the following key milestones have been achieved:**

- LLDC has secured an Indicative Allocation of £67.67m Affordable Housing Grant under the 2021-26 Programme for Stratford Waterfront, Bridgewater, Pudding Mill Lane, Rick Roberts Way and Aquatics Triangle;
- All phases at Chobham Manor have now been completed and 302 homes have been completed in East Wick, including 130 Affordable / Intermediate and 133 Private Rented. Early analysis of sales at Phase 1 of East Wick indicates that c.80% of both the Private and Shared Ownership purchasers were London based, with c.58% being from East London postcodes;
- The first 28 of LLDC's Private Rented Sector (PRS) units at East Wick have been delivered and are occupied;
- The Reserved Matters Applications (RMAs) for Phases 2, 3, 4, 5 and 7 of East Wick and Sweetwater have been approved;
- **s.43**
- Waterden Park has been planned as pilot project for Safety of Women and Girls;
- Notting Hill Genesis have been formally appointed as the developer for Hackney Wick and the RMAs submitted;
- Outline planning applications were submitted for Bridgewater and Pudding Mill Lane in August and December 2021 respectively, and are expected to be considered at Planning Committees in July and September 2022;
- Land has been acquired to enable the replacement of the Bridgewater Road Bridge; a key piece of infrastructure for the Bridgewater development;
- Detailed planning consent has been secured for Bridgewater Infrastructure Works, including the replacement of the E48 Bridgewater Road Bridge;
- A wholly owned Special Purpose Vehicle, Stratford East London Developments (SELD) Ltd, has been established, which will enter into a Joint Venture (JV) with the developer to be selected for Stratford Waterfront and Bridgewater;
- The associated Funding Agreement¹ with the GLA has been signed;
- The procurement of a Joint Venture development partner for Stratford Waterfront and Bridgewater has reached Preferred Bidder Stage, and contracts are expected to be completed in early July 2022;
- The Delivery Strategy and Business Case for Pudding Mill Lane has been approved, including the approval to launch the procurement for a JV partner in Autumn 2022;
- The Land Swap at Rick Roberts Way has been agreed with the London Borough of Newham and approved by Board, which will enable two independently developable plots to come forward. Exchange of contracts is expected in June as soon as a variation to the Stratford Waterfront Unilateral Undertaking is agreed;
- An Urban Design and Landscape Framework (UDLF) for the future coordinated development of Rick Roberts Way has been agreed between the landowners: LLDC, London Borough of Newham and National Grid/St William, which will inform future planning applications and discussions with PPDT;

¹ for the provision of loan funding to SELD Limited, which will be used to fund LLDC's equity contributions to the Stratford Waterfront and Bridgewater joint venture

- The Delivery Strategy and Business Case for Rick Roberts Way has been approved and procurement documents prepared ready for launch in early Summer 2022;
- Chobham Farm North has been to market and a preferred purchaser selected. They are going through their due diligence before proceeding with the transaction, which is not conditional on planning permission;
- Soft Market Testing has concluded on the Aquatics Triangle Site and a decision taken to postpone procurement launch until the viability of the scheme has improved. It is currently being impacted by increases in interest rates and cost inflation. Works to deliver Pool Street narrowing will continue. s.43
- Funding has now been confirmed for 85% of our Priority Connectivity Projects, which will support the delivery of housing across the Park;
- A refreshed stakeholder and landowner group has been convened to steer the delivery of public realm and pedestrian improvements at Bromley by Bow, focusing on 'quick wins' in the short term and identifying a strategy for funding and delivery of new A12 crossings;
- A steering group for the implementation of Westfield Avenue continues to ensure delivery of this important project is coordinated amongst all the stakeholders as it moves through design phases towards delivery;
- 100 POE responses across 92 households were received for the pilot project (36% sample) and 22 residents from Chobham Manor Phase 1 engaged in focus groups during the pandemic;
- POE lessons learned from the pilot project were launched in June 2022 and will be presented to the Board during Summer 2022;
- Further funding has been secured for the completion of POE for Chobham Manor Phases 2-4 (therefore the whole neighbourhood) and East Wick and Sweetwater Phase 1. The consultant team has been appointed and work is underway on Phase 2.

In addition, we have continued to submit our projects for a number of Awards. Pudding Mill Lane and Bridgewater have both been shortlisted in the masterplanning category for the Architects Journal Awards, New London Architecture and Landscape Institute awards. To mark 10 years since the Olympic and Paralympic Games, the Park is hosting New London Architecture and London Festival of Architecture over the summer. Chobham Manor, East Wick & Sweetwater, East Bank, Pudding Mill Lane and Bridgewater are all being included in a publication looking at how Stratford is evolving.

WHAT IS THE STRATEGIC CONTEXT?

Delivering the Legacy Vision

LLDC was established as the first ever Mayoral Development Corporation (MDC) 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. LLDC’s responsibilities include the development of land in and around Queen Elizabeth Olympic Park, the management of the Park estate, the coordination of strategic investment to the area, and the delivery of socio-economic outcomes which ensure that local communities can benefit from that investment. As a Mayoral body, LLDC is also an important vehicle for delivery of the Mayor of London’s policies, for example in relation to responsible procurement, the climate emergency response, and more recently the Covid-19 London Recovery Programme.

LLDC’s mission is: *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 - and can afford - to live, work and visit.*

The previous Queen Elizabeth Olympic Park strategy, written in 2015 and updated in October 2016 to reflect the priorities of the (then) newly elected Mayor of London, outlined the enormous amount of work involved in transforming Queen Elizabeth Olympic Park into a new and unique visitor destination following the London 2012 Games. LLDC’s Board approved a new Strategy to 2025 in May 2021.

LLDC and its partners have agreed a 2030 Vision for Queen Elizabeth Olympic Park which shaped the development of the Corporate Strategy to 2025 and will be used to guide decision making about those things that will need to be safeguarded post-2025. The Strategy mirrors the objectives of Inclusive Culture, Community and Opportunity set out in the Vision (below):



The Housing Delivery Plan relates to all of these objectives, in particular Inclusive Growth set out below. The Delivery Plan sets out how LLDC will deliver against these business objectives in the context of changing political and economic circumstances, and in the light of the lessons learned from the initial housing delivered on the Park.

Inclusive Growth: a place in which people want to invest, enhancing local lives as well as national economic growth

An impressive and varied residential offer which responds to local need

In relation to residential development on its land, LLDC’s priority remains the delivery of quality, mixed neighbourhoods and the creation of a coherent sense of place. Exemplary standards of inclusive design and accessibility will continue to be delivered across all LLDC developments, with the work of high-quality design teams reviewed by a Quality Review Panel and Built Environment Access Panel. Environmental sustainability will remain a focus, driving the creation of low-carbon, resource efficient neighbourhoods which include as much green, biodiverse space as possible and promote the use of clean and shared modes of transport by design. Performance against specific environmental targets will be reported through annual Environmental Sustainability Reports.

LLDC will drive delivery of an impressive and varied residential offer between now and 2025 which responds to the needs of the communities of this part of east London. Post-occupancy evaluations for all new developments will provide the opportunity to assess the degree to which LLDC’s high standards have been met in practice, and to gather any learning for future improvement where necessary.

LLDC’s Housing Requirements Study, conducted in 2018 to inform the LLDC Local Plan, predicted a need for over 10,600 new dwellings of all tenures over the period to 2031 and a capacity for an additional 24,000 new homes between 2020 and 2036. The Growth Boroughs have identified a particular requirement for both affordable and private family homes. The increased trend towards homeworking as a consequence of the Covid-19 pandemic is likely to enhance the importance placed by residents on space and access to amenities.

The delivery of family housing will be key to reducing transience and encouraging people to stay in the area. LLDC will look to balance the need for family housing with overall scheme viability and developer returns in order to optimise build-out both in advance of and post-Transition. A proportion of future development will be likely to include Build to Rent to meet market demand, providing wider housing options and accelerating the delivery of new homes. In terms of affordable housing, LLDC’s Portfolio Sites will provide a minimum affordable housing tenure split of 30% Low Cost Rented and 70% Intermediate in line with the Stratford Waterfront planning consent. Affordable elements will be fully integrated within all developments.

The delivery approach in relation to LLDC’s four housing programmes in and around Queen Elizabeth Olympic Park is outlined below. While some schemes will be completed by 2025, construction of others will be ongoing or yet to commence at that point. By ensuring that, at the very least, delivery strategies are agreed, and delivery vehicles are in place for all developments, LLDC will be able to safeguard priority themes and ensure that a coherent approach is maintained across the whole Park estate going forward.

(Extract from Corporate Strategy to 2025)

SHIFT

LLDC has partnered with UCL, UAL:LCF, Loughborough University, Here East, Plexal and Lendlease to found *SHIFT*, a new project that sets up the UK’s first and largest ‘inclusive innovation district’ at Queen Elizabeth Olympic Park. *SHIFT* is creating a programme of investment, partnerships and research to solve some of the biggest challenges that cities face, now and in the future. Its overriding mission is to enable experimentation and collaboration towards better urban futures. As part of this, *SHIFT*’s core focus areas are: climate adaptation in cities; health in cities; and movement in cities.

SHIFT will enable innovation and technology trials that explore solutions to these most pressing topics that citizens, communities, businesses and governments face in cities today – which will have implications for the environment to urban design, housing and public realm, to transport and logistics and social equality.

SHIFT positions the Park as an urban testbed for ‘inclusive innovation’: the ambition is to listen and respond to locally identified priorities that have the potential to scale and transfer to other places. SHIFT has already supported the likes of East London Inclusive Enterprise Zone (ELIEZ), an accelerator programme focused on entrepreneurs and design thinkers who are disabled or whose work focuses on disabled people, as well as an affordable workspace challenge to create an adaptable fit-out model that reduces property costs and waste for SMEs. Equally, SHIFT will focus on inclusive growth and ensure that underpinning its approach is access to opportunities for local people including jobs, skills, entrepreneurship opportunities, and participation or leadership in innovation trials.

Queen Elizabeth Olympic Park and its new neighbourhoods provide the physical layer of the testbed. It offers a real urban setting with 560 acres of green spaces, waterways, sport and leisure facilities, public realm, roads and routes and thousands of new homes, along with a range of academic, business and cultural spaces. This is an ideal place to pilot initiatives, from zero carbon micro-mobility trials to urban farming and new recycled timber materials and so much more.

Transition

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 - set out in its mission above – will be complete by 2025. With a robust prioritisation of its workload, as outlined in the Corporate Strategy and this Delivery Plan, many 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. This process is referred to as Transition.

There will be elements of LLDC’s current remit that will need to continue beyond Transition. Some functions will be handed over to other organisations; for example, it has already been agreed by the Mayor of London that LLDC’s Town Planning powers will return to the relevant Boroughs by 31 December 2024.

Post-Transition, the majority of publicly-owned land in and around Queen Elizabeth Olympic Park will remain with the Mayor of London². LLDC is working with the GLA and other key partners to determine how ongoing development responsibilities will be delivered beyond 2025. These will include maintaining landowner responsibility for Development Agreements and Joint Ventures already in contract, or on track to commence in line with agreed delivery strategies.

It will also be crucial that future arrangements are able to safeguard the ongoing management of Queen Elizabeth Olympic Park. The LLDC Board has emphasised the importance of maintaining the Park as a ‘Great Estate’, to safeguard the integrity and quality of the place into the future. It is recognised that some form of successor arrangements for LLDC will be required 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. LLDC’s Board has agreed a recommended approach to arrangements for a ‘re-set’ Mayoral Development Corporation with a revised boundary, re-constituted Board and governance structure, which is subject to Mayoral approval which is being sought in early 2022/23.

² Other public landowners are Lee Valley Regional Park Authority and London Borough of Hackney

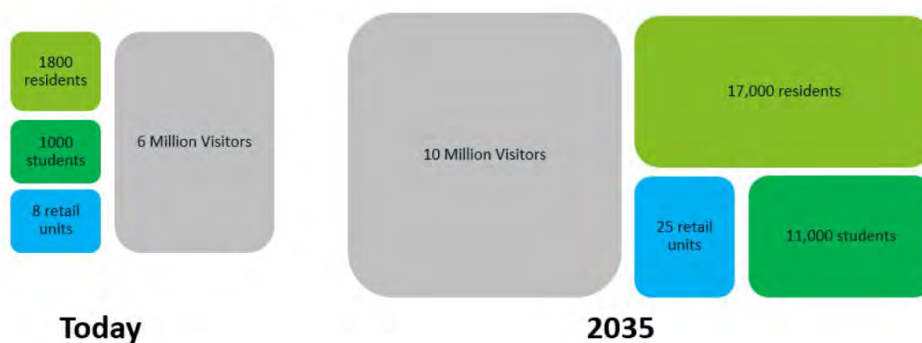
LLDC’s Commercial Strategy

The emerging Park Business Plan will capture LLDC’s approach to commercial activity to deliver our long-term regeneration objectives as set out in the Corporate Strategy to 2025. It will consider the opportunities to derive additional income that can support those activities alongside the Fixed Estate Charge, paid by residential and commercial occupiers, which will continue to be used as revenue funding to ensure the overall financial sustainability of the Park in the long term.

The Park Business Plan will seek to benefit from, and leverage, the growing audience that the Park will attract as areas such as East Bank open, UCLE becomes operational, and more residents move in. Although focussed on the retail and commercial elements of the Park, both temporary and permanent, it will address the long term holding of property by LLDC in its entirety including the Private Rented Sector (PRS) units. It will explore the value that an increasing audience and placemaking can bring to all assets.

The diagram below shows the forecast increase in users of the Park by 2025:

A NEW AUDIENCE



Legacy Development Strategy

In 2010, LLDC’s predecessor body, the Olympic Park Legacy Company (OPLC)’s **Legacy Development Strategy** set out the principles required to successfully implement the Legacy Vision, which included:

- the need to utilise the Games to achieve a step change in perceptions of the area from the perspective of investors, developers, occupiers and residents;
- the critical nature of a high-quality start, with a consistent vision across the site, upfront infrastructure and quality linkages to transport links;
- the need to offer a complementary product or to out-compete the competition given the unique supply characteristics of the area; and
- the need for linkage between development platforms, the Legacy venues and the parkland, and the importance of animating or providing secure access to the wider area in the interim.

In 2011 these principles informed the **Legacy Communities Scheme (LCS)** masterplan for the development of new neighbourhoods across the Park (see **Where Are We Now?** section below for information about the neighbourhoods). The LCS was granted outline planning consent in 2012 for land uses, building heights, open space, access plans, street layout, development of infrastructure and more, for all five neighbourhoods.

Over recent business planning cycles, LLDC has revisited the LCS and introduced new developments such as East Bank which has impacted on the amount of overall housing. However, LLDC has also increased affordable housing proposals in its future developments to 50% in response to changing Mayoral priorities. This has presented acute financial challenges, as income projections have reduced from the original LCS forecasts, which were based on lower levels of affordable housing, later delivery and historically stronger House Price Inflation forecasts, while at the same time, forecast expenditure has increased, particularly around the London Stadium and East Bank projects.

Planning Policy and Guidance

In recent years there has been significant developments in housing policy and guidance at a national, regional and local level.

[National Planning Policy Framework \(February 2019\)](#)

The National Planning Policy Framework (NPPF) sets out the Government's economic, environmental and social planning policies as well as their requirements for the Planning System. At the heart of the NPPF is a presumption in favour of sustainable development, which should be viewed as a golden thread that runs through both plan-making and decision-taking.

The NPPF requires planning authorities to establish a housing requirement figure for their whole area and how these figures can be met in the plan period. A new focus has also been put on identifying small sites to make up 20% of overall land supply for housing. Local planning authorities are also encouraged to support the acceleration of housing delivery through the planning process.

In terms of affordable housing the NPPF states that planning policies and decisions should expect at least 10% of homes to be available for affordable home ownership and extends the definition of affordable housing to include affordable rent at 20% below local market rents or in accordance with UK Government rent policy, Build to Rent schemes (which has formal national policy recognition for the first time), Starter Homes, Discounted Market Housing, and other affordable housing routes provided for sale 'that provides a route to ownership for those who could not achieve home ownership through the market'.

The NPPF attaches importance to the design of the built environment with good design being a key aspect of sustainable development together with the delivery of social, recreation and cultural facilities and services.

In May 2021 the Government amended national planning policy to include First Homes as a type of Discounted Market Sale (DMS) housing that meets the definition set out in the NPPF (2019) and issued a Written Ministerial Statement requiring at least 25% of affordable homes delivered through the planning system to be First Homes. To qualify as First Homes, homes must have a minimum discount of 30% to market value, secured in perpetuity through S106 agreements. On first sale, these homes must have a purchase price that does not exceed £420,000 (in London) after the discount has been applied. First Homes are to be sold to first time buyers with an annual gross household income no greater than £90,000 (in London) and a minimum of 50% of the purchase price must be met through obtaining a mortgage.

[London Housing Strategy \(2018\)](#)

The Mayor's London Housing Strategy sets out his vision for housing in London, including over £4.8bn of affordable housing investment through to 2022. The new Homes for Londoners: Affordable Homes Programme 2021-2026, published in November 2020, secures a further £4bn of affordable housing investment through to 2026.

This strategy's central priority is to build many more homes for Londoners, particularly affordable homes, as well as building the right number and the right mix of new homes, and addressing the consequences of the housing crisis, which are part of the Mayor's vision for good growth.

The London Housing Strategy is structured around five priorities:

- building homes for Londoners;
- delivering genuinely affordable homes;
- high quality homes and inclusive neighbourhoods;
- a fairer deal for private renters and leaseholders; and
- tackling homelessness and helping rough sleepers.

There is a strong inter-relationship between the London Housing Strategy and the Mayor of London's other strategies. Most important is the London Plan which reflects the vision and priorities of the Housing Strategy.

[London Plan \(2021\)](#)

The London Plan (the Plan) was adopted in March 2021 and sets out new targets and objectives for development in London between 2021 and 2041.

The London Plan seeks to tackle housing supply in London and in particular affordable housing. It sets increased housing delivery targets for each planning authority, including a 46% increase over the previous housing target for the London Legacy Development Corporation, to meet the need for 66,000 additional homes per year identified in the Strategic Housing Market Assessment. It continues to promote delivery on brownfield sites with good accessibility levels and sets a new focus for increased delivery on public sector owned sites as well as smaller sites.

The Plan acknowledges that the state of London's housing market has implications for the makeup and diversity of the city. It sets a target of 50% affordable housing and also promotes a range of high quality, well-designed, accessible homes to support the Mayor of London's Good Growth agenda and to ensure that London remains a mixed and inclusive place in which people have a choice about where to live.

[Mayor of London's Affordable Housing and Viability Supplementary Planning Guidance \(2017\)](#)

The Affordable Housing and Viability Supplementary Planning Guidance (SPG) was published in 2017 and its main aim is to accelerate overall housing delivery and increase the amount of affordable housing delivered through the planning system. More particularly, it seeks to embed the requirement for affordable housing into land values, make the viability process more consistent and transparent, and speed up the planning process for those schemes which are delivering more affordable homes.

A key part of this is the introduction of a 'threshold approach', whereby schemes meeting or exceeding 35% affordable housing without public subsidy, or 50% in the case of public land, can follow a 'Fast Track Route' where a viability assessment is not required or considered at planning application stage. Schemes which provide less than the affordable housing threshold will be considered under a 'Viability Tested Route' and are required to submit viability assessments with subsequent review mechanisms to increase affordable housing provision if viability improves during the implementation of a permission. Furthermore, to encourage the delivery of development, irrespective of the affordable housing threshold, all schemes will be subject to a viability review if an agreed level of progress on implementation has not been achieved within two years of consent being granted. This SPG is now being reviewed to align better with the new AHP 2021-26.

[GLA First Homes Practice Note \(2021\)](#)

In July 2021 the GLA published a Practice Note to clarify how the Government's introduction of First Homes relates to the London Plan policies on affordable housing. The Practice Note acknowledged First Homes as an Intermediate housing product where it meets national and Mayoral affordability and eligibility criteria, and whilst the London Plan did not preclude First Homes or Discount Market Sale, it stated that the London Plan does not allow for the prioritisation of First Homes above the affordable housing tenures set out in the London Plan.

The Practice Note raised concerns about the deliverability of First Homes in London given that in many cases properties discounted by 30% from market value are likely to exceed the £420,000 cap and that where the value is below the cap, homes are likely to be smaller or in lower value areas, and accessible to a limited proportion of households at the upper end of the eligible income range. Therefore, in many cases a discount to market value in excess of 30% would be required to ensure that the cap was not exceeded. The Practice Note considered that this would have a detrimental impact on development viability and the provision of other affordable tenures, particularly Social Rent and London Affordable Rent for which there is greatest need.

[LLDC Local Plan \(2020\)](#)

The London Legacy Development Corporation Local Plan 2020-2036 was formally adopted in July 2020.

A key objective of the Local Plan is to maintain locally distinctive neighbourhoods which meet housing needs, while providing excellent and easily accessible social infrastructure. The Local Plan sets a target to deliver more than 22,000 new homes in the LLDC area between 2020 and 2036 within a range of sizes, types and tenures. The Local Plan also sets a target of 35% affordable housing by habitable rooms, with 50% required from public sector owned sites, with an affordable housing tenure split of 60% low cost rented housing and 40% intermediate, to address the higher need for low cost rented accommodation within the LLDC area. The Local Plan also seeks a range of unit sizes to meet identified local and strategic requirements with over half of all units required to be 2 bedrooms or more.

Housing Need

[London Regional Context](#)

In the last decade London's population has grown by 1.2 million people, driven by rising numbers of births, falling deaths and strong net inward migration. According to the GLA's central population projection, London's population is projected to grow more slowly over the next 25 years but still reach around 10.8 million by 2041. The 2017 London Strategic Housing Market Assessment (SHMA) projects the rate of population growth between 2016 and 2041 will be 79,000 a year.

The fastest rates of population growth are expected to be among older age groups (due both to the ageing of 'baby boomers' and rising life expectancies), which in turn will accelerate growth in the number of households, due to the propensity of older people to form smaller households.

Housebuilding has not kept up with rapid population and employment growth in London over the last decade, and housing costs have consequently risen faster than incomes. There has been a particularly sharp deterioration in affordability for private renters, while lower interest rates have boosted house prices, but kept mortgage costs relatively low for homeowners.

Recent years have seen strong supply of market housing, including the emergence of the Build to Rent sector, but a very low supply of affordable housing, particularly for low cost rent.

East London Context

Demand for homes in the LLDC area and surrounding boroughs of Newham, Hackney, Tower Hamlets and Waltham Forest reflects the wider London trends, including demand for smaller private homes, larger affordable rental family homes and rental properties generally.

The LLDC area and local boroughs are changing rapidly and, in parts, becoming more affluent, largely as an indirect benefit from London's status as a World City. However, these benefits are not affecting all people and all parts of the boroughs. Furthermore, there has been fundamental tenure adjustment, the continuing challenge of new housing delivery, responding to the needs of those households affected by welfare reform and a changing population profile. Overall, therefore, there is a need for a continued coordinated approach towards the varied housing challenges faced to ensure future success.

LLDC Area

LLDC's Housing Requirements Study (March 2018), which provided the evidence base to the adopted Local Plan (found [here](#)), looked at housing need for the LLDC area but also considered the wider context of the London Boroughs of Newham, Hackney, Tower Hamlets and Waltham Forest and their Strategic Housing Market Assessments. The study predicts a need in the LLDC area for 10,636 dwellings over the period 2015-31, which translates to 665 homes of all tenures per annum. LLDC's own developments aim to support the achievement of this target.

Based on trends for households which have been moving into the LLDC area, the housing mix modelling shows an overall future need across all tenures of 22% 1-bed homes, 50% 2-bed, 25% 3-bed and 3% 4-bed+. This is differentiated between tenures as follows:

- Market Housing: 25% 1-bed, 57% 2-bed, and 16% 3-bed+
- Affordable Housing: 17% 1-bed, 39% 2-bed, and 40% 3-bed+

From this we can see that there is still a need for family sized housing in the area: a significant proportion of 2-bed homes are needed; whilst the need for 3-bed+ homes is much greater in affordable tenures than private.

Summary

There have been significant developments in housing policy and guidance in recent years and this Housing Delivery Plan therefore comes at a very important time.

In response to the significant housing shortage in London, there is a presumption in favour of sustainable development and a clear aim of accelerating housing delivery through the planning process. The Mayor of London has sought to tackle affordability in London with a greater proportion of affordable housing required on land owned by the public sector, including LLDC.

Following the adoption of the LLDC Local Plan in July 2020, there is a requirement for all developments to deliver over half of its housing as 2-Bed+. LLDC will comply with this in all future schemes and seek to provide the majority of 3-Bed+ housing in the affordable tenures, where there is greatest need.

There is also greater emphasis on the quality of developments, ensuring that the mix of new homes addresses needs and supports the Mayor of London's Good Growth agenda.

WHAT IS THE CURRENT MARKET DEMAND?

Housing Demand

Whilst it is crucial that LLDC's developments address housing need, as set out in planning policy and guidance, the individual project delivery strategies must also have regard to macro-economic factors and market demand, both from developers and occupiers, to ensure deliverability and that the Long Term Model forecast receipts are achievable. The Delivery Plan therefore considers the current local market context that will impact every stage of delivery.

Research highlights that purchasers of new build accommodation in London are generally seeking one and two bed properties, in close proximity to transport hubs and within commutable distance of the main employment centres.

The impact of national lockdowns on the housing market saw a trend for an 'escape for space' with premiums for larger properties with outside space to facilitate homeworking. However, [Knight Frank](#) note that this demand has eased with increasing demand back in London, driven by the back-to-the-office momentum. The quality and accessibility of QEOP has proved an attraction to purchasers and renters with sales and lettings remaining strong across LLDC's developments.

LLDC is well placed to respond to these changing demands of owners and occupiers within the delivery of new homes. LLDC is already committed to delivering accommodation which is a minimum of 5% larger than the national housing space standards (across all tenures) along with associated private amenity, and we will be delivering new green amenity and play space as part of the new public realm. All new housing is also able to draw on the space and facilities offered across the wider Park.

It is important to LLDC that new development and the wider regeneration of the area delivers mixed and inclusive communities, by considering the type of accommodation, which is suitable and affordable for residents, how the market is evolving, and how the demand for housing can be met across all tenures.

Some key industry housing trends that will help shape the viability and attractiveness of future LLDC developments, as well as catering for the broad range of occupiers, include:

- **Build to Rent** – this is a growing sector due to the cost of market sale accommodation, meaning occupiers are being increasingly pushed towards rental properties; and
- **London Help to Buy** – supporting sales of new builds below £600,000. From April 2021 Help to Buy has been restricted to first time buyers and will run until March 2023.

Open Market Housing

Over the last 20 years, all local authority authorities in the UK have seen house prices increase by over 100%. The profile of Stratford and the surrounding area has been lifted since the announcement of the 2012 Olympic Games. Whilst the house price growth has eased since 2015, following the introduction of the tax on buy-to-let investors, prices continue to rise across London and affordability remains a concern.

The table below displays average sale values over the past year in LLDC planning boundary postcodes (E20, E15, E9, E3) against the London average. We note that values for semi-detached and terraced housing is significantly higher than the London average within the E9 and E3 postcodes.

Postcode	Detached	Semi-Detached	Terrace	Flat
London	£1,193,817	£796,832	£793,298	£518,709
E20	NA	NA	NA	£533,125
E15	£657,500	£563,111	£508,388	£348,480
E9	NA	£1,345,500	£1,036,114	£478,517
E3	NA	£ 1,340,000	£924,839	£394,676

Source: Zoopla 2022

According to the evidence base for the Mayor of London’s Housing Strategy in 2021 (set out [here](#)) and the English Housing Survey (set out [here](#)) average first-time buyer in London statistics showed:

- Average house price of £494,700;
- Average deposit paid £151,700;
- Average age of first-time buyers aged 34 years;
- 96% of homes purchased using Help to Buy in London in 2020/21 were purchased by first-time buyers; and
- Average household income - £77,300 - more than double average earnings.

The table below sets out the property values that could reasonably be afforded by Londoners, based upon the GLA’s average household salary and deposit statistics:

Household Income		Loan to Income (LTI)	Mortgage	Deposit	Property Value		
Upper	£96,625	3.8	£367,175	£148,800	£515,975		
				£74,400	£441,575		
				£37,200	£404,375		
Average	£77,300		3.8	£293,740	£148,800	£442,540	
					£74,400	£368,140	
					£37,200	£330,940	
Lower	£57,975			3.8	£220,305	£142,400	£362,705
						£74,400	£294,705
						£37,200	£257,505

The table below provides a breakdown of the average transaction prices that were achieved in 2020-2021 by schemes in QEOP and the wider surrounding location:

Property Type	Average Value (£)
Studio	£259,000
1 Bed Flat	£445,000
2 Bed Flat	£578,000
3 Bed Flat	£635,000
3 Bed House	£925,000
5 Bed House	£994,000

Source: Molior and LLDC database

The above values would suggest that the majority of homes in the LLDC area are now within or above the Upper Property Value range, meaning they are only affordable for households with incomes of £96,625 or above. However, average incomes within the LLDC area are considerably lower than this, making private home ownership unaffordable for many in the local community. Specifically, 2021 gross annual pay published by ONS ([link](#)) for each borough was:

Borough	Median Gross Income	Mean Gross Income
Hackney	£29,194	£39,061
Newham	£30,342	£34,757
Tower Hamlets	£35,965	£45,463
Waltham Forest	£31,996	£36,662

Note: this is Individual Income rather than Household

The GLA's Quarterly Housing Market report December 2021 highlighted the following:

- Private rents in London rose rapidly from Q2 to Q3 2021, rising above the pre-pandemic level, but have begun to stabilise;
- The central London rental market is experiencing a lack of supply and increasing demand within both the flat-sharing and prime residential markets as renters are returning to inner London;
- At 2.8%, annual house price rises in London continue to be the lowest of any English region, considerably lower than the national price growth of 11.8%;
- Although demand in the sales market has dampened as a result of the Stamp Duty holiday drawing to an end and low confidence amongst buyers, prices continue to moderately grow due to the low supply of homes in London; and
- Since the previous quarter, sales and starts on large developments have increased as international investment returns, but completions have fallen by 30% due to rising costs and labour shortages.

The affordability of homes in the post-COVID-19 recovery is unknown with a huge variety of factors which will influence individual buyers' circumstances. It is fundamental therefore (as highlighted previously) that LLDC remains able to react to market shifts within the delivery proposals and seeks to deliver a range of housing.

Build to Rent Housing

Stratford, with the success of East Village, has become a leading example of institutional backed private rented accommodation or Build to Rent (BTR).

The increase in demand for rental properties means that the sector is expected to continue to grow rapidly over the next several years. JLL³ note that BTR has been the fastest growing sector in UK real estate, with supply increasing by over 50% per annum since 2015. JLL also forecast that more than 20,000 BTR units are currently due to complete from 2022 and beyond.

Whilst there is considerable demand for BTR accommodation across London, the quantum of delivered schemes is not keeping pace with the demand. Data from Molior highlights that 16,600 BTR units commenced construction across London during 2021, which was 8% fewer than 2020. A key reason for this drop-in delivery was because the impact of lockdown measures and social distancing on construction.

If the supply can be produced, because of its strong long-term fundamentals, agents expect residential investment to be very strong over the next five years. CBRE⁴ forecast that BTR investment will increase by 22% in 2022 and that rental growth in London will be around 4% in 2022 with total returns forecast to average at circa 3% per annum between 2022-2025.

Affordable Housing

At the end of 2020 the GLA launched its new Affordable Homes Programme (AHP), and it changes the way in which Registered Providers can apply for affordable housing grant on residential development schemes. The new Programme runs from 2021-2026, with a two-year overlap with the existing Programme. Only schemes which start on site before March 2023 continue to be eligible for grant funding under the existing Programme.

Under the new AHP only Social Rent (SR), London Living Rent (LLR) and the new model of Shared Ownership (SO) tenures are eligible for grant. In order to secure funding LLDC has amended its proposed schemes that previously included London Affordable Rent to assume Social Rents and has assessed the financial impact of the new Shared Ownership lease model.

In September 2021 LLDC were successful in their application for an Indicative Allocation of £67.67m of funding via the AHP to be allocated across five sites: Stratford Waterfront; Bridgewater; Pudding Mill Lane; Rick Roberts Way and the Aquatics Triangle. This has been built into LLDC's Budget and Long Term Model update.

Social Rent (SR) is for households on low income with the rent levels based on Local Housing Allowance. Registered providers may set the initial rent on properties to be let at social rent at a level that is no higher than formula rent, which is outlined below:

Weekly formula rent is equal to:	
	70% of the national average rent Multiplied by relative county earnings Multiplied by the bedroom weight
Plus	30% of the national average rent Multiplied by relative property value

³ JLL UK Build to Rent 2021

⁴ <https://www.cbre.co.uk/research-and-reports/UK-Real-Estate-Market-Outlook-2022>

The above formula is subject to a rent cap, which is the maximum ceiling on the formula rent. Where the formula rent would be higher than the rent cap for a particular size of property, then the rent cap must be used instead. The table below details the rent caps for 2021/22:

Number of bedrooms	2021/22 Rent Cap	Estimate per month
1 bed and bedsits	£148.88	£595.52
2 bed	£157.62	£630.48
3 bed	£166.38	£665.52
4 bed	£175.12	£700.48
5 bed	£183.89	£735.56
6 or more	£192.64	£770.56

Table: Social Rent (per month)

Importantly, Social Rent benchmarks are exclusive of service charge, which typically can add an additional £25 to £30 per week in a Registered Provider managed scheme (Molior 2020). LLDC's modelled service charge for taller elements of its proposals, most notably Stratford Waterfront, are significantly more than this, meaning it would not be possible to deliver Social Rent in blocks that attract high service charges, as it will be unaffordable for the resident, and Registered Providers are unlikely to want to acquire those properties.

London Living Rent (LLR) offers Londoners on average incomes a lower rent, enabling them to save for a deposit. The Mayor of London has introduced LLR as an intermediate affordable housing product with low rents that vary by ward across London. Where funded by the Greater London Authority, LLR will be a Rent to Buy product, with sub-market rents on time-limited tenancies and seen as a step to home ownership. LLR should be affordable to households on incomes of up to £60,000. Of the four main wards covering the LLDC area the current LLR monthly rent benchmarks from 2021/22 are detailed in the following table:

	Hackney Wick	Stratford and New Town	Bow East	Bromley North
1 bed	£752	£933	£1,058	£869
2 bed	£836	£1,037	£1,175	£966
3 bed	£919	£1,141	£1,293	£1,062
4 bed	£1,003	£1,244	£1,400	£1,159
5 bed	£1,086	£1,348	£1,400	£1,255
6 bed	£1,170	£1,400	£1,400	£1,352

Table: London Living Rent (per month)

London Living Rent is still a relatively new concept and as a result Registered Providers are uncertain about the degree of staircasing / switching to Shared Ownership, therefore, LLR units are typically valued against their rental value only. This means that these units, although defined in planning policy and Section 106 Agreements as an Intermediate product, prices offered by Registered Providers are often akin to low cost rental products. However, the GLA are still keen that schemes funded under the new Affordable Home Programme include LLR. We are therefore proposing that c.20% of the overall affordable housing within our future schemes comprises LLR, with the balance of the Intermediate tenure being Shared Ownership.

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Shared Ownership (SO) is an intermediate home ownership product which allows households, who would struggle to buy on the open market, to purchase a share in a new home and pay a low rent on the remaining, unsold share.

Currently all Intermediate rental products such as London Living Rent and Discounted Market Rent should be affordable to households on incomes of up to £60,000. Intermediate home ownership products such as Shared Ownership and Discounted Market Sale, should be affordable to households on incomes of up to £90,000. These caps are reviewed and updated where necessary in the London Plan Annual Monitoring Report.

Shared Ownership is an attractive product for Registered Providers to deliver due to the residents' ability to staircase / purchase a larger share over time. Typically, it is assumed that over a 30 to 40 year period a resident (or subsequent residents) will purchase the full stake in the home, at a rate averaging 1-3% a year (Molior 2020). This exposes the Register Provider to the benefit of house price inflation over the long term.

That said, changes to the lease structure for Shared Ownership proposed by Central Government will enable buyers / occupiers to purchase a minimum of 10% of the property initially and staircase in 1% increments, along with more repairing obligations on the landlord. These changes will impact on the approach of Registered Providers (RPs) and the valuation of these assets, but this is yet to be fully quantified through discussions with the RPs.

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House Price Inflation (HPI) Forecasts

Across market commentators, London is forecast to remain resilient to changing market conditions and continues to be a key city of choice for residential buyers and tenants to live and work.

CBRE⁵ overview of the housing market states:

The residential market has remained resilient over the pandemic period, and this will continue into 2022. We expect the investment market to return strongly, with interest widening from standard multi-family housing to include single-family housing, co-living and affordable housing.

The existing Long Term Model House Price Inflation (HPI) assumptions for private and affordable tenure accommodation are detailed in the table below:

Year	Sales/Rental Inflation		
	Private Sales	LLR/Social Rent	Shared Ownership
2021	4.25%	2.20%	2.10%
2022	3.00%	2.61%	3.73%
2023	3.25%	2.88%	3.02%
2024	3.50%	2.88%	3.41%
2025+	4.00%	2.93%	3.78%

Our proposed assumptions for the 2023/24 budget submission in Autumn 2022 are discussed below.

Private Accommodation

There are several forecasts for HPI covering the next few years prepared by various recognised companies involved in the property industry for London's private tenure housing market. These companies' most recent forecasts are set out in the table below:

Source/Date	2022	2023	2024	2025	2026
JLL (November 2021)	6.00%	5.50%	3.50%	4.00%	4.50%
Savills (November 2021)	2.00%	1.50%	1.00%	0.50%	0.50%
Knight Frank (April 2022)	4.00%	1.00%	1.50%	1.50%	2.00%
CBRE (May 2022)	8.40%	3.10%	0.80%	2.90%	3.50%
Average (to nearest 0.25%)	5.00%	2.75%	1.75%	2.25%	2.75%

⁵ <https://www.cbre.co.uk/research-and-reports/UK-Real-Estate-Market-Outlook-2022>

In consideration of the above, we propose using the following HPI assumptions for the 2023/24 budget submission:

Year	HPI
2022	5.00%
2023	2.75%
2024	1.75%
2025	2.25%
2026	2.75%
2027 onwards	4.00%

We would highlight that we retained the previous model’s long term HPI assumption of 4% HPI pa from 2027 onwards due to the ‘regeneration effect’ of the investment in the LLDC area and the relative high design and space standards.

Affordable Accommodation

Social Rented Tenure

The Government’s Direction for Rent Standard 2019 policy states that Registered providers must not increase rents for properties let on affordable rent terms by more than CPI + 1 percentage point each year. CPI must be taken as at September of the previous year. Consequently, we have set out the UK’s Q3 CPI forecasts from the Office for Budget Responsibility in the table below:

Sept 2021	Q3 2022	Q3 2023	Q3 2024	Q3 2025	Q3 2026
2.80%	7.50%	3.40%	1.60%	1.90%	2.00%

We applied the above forecasts to the subject formula. The table below summarises this calculation and our proposed inflation assumptions for 2022-2026+.

Year	CPI Forecast (Q3 previous year)	Plus	Proposed HPI
2022	2.80%	1%	3.80%
2023	7.50%	1%	8.50%
2024	3.40%	1%	4.40%
2025	1.60%	1%	2.60%
2026	1.90%	1%	2.90%
2027+	2.00%	1%	3.00%

Intermediate Rented Tenure

The Rent Standard does not apply to intermediate rented accommodation, but RPs tend to use the same calculation to assess inflation on intermediate rented products. Consequently, we would again propose to apply the same inflation rates to LLR that we have assumed for Social Rented tenure accommodation.

Shared Ownership Tenure

RPs calculate sales inflation on shared ownership products using RPI in September of the previous financial year (i.e. Q3) plus 1%. Consequently, we have set out the UK's Q3 RPI forecasts from the Office for Budget Responsibility in the table below:

Sept 2021	Q3 2022	Q3 2023	Q3 2024	Q3 2025	Q3 2026
4.50%	10.00%	4.70%	2.40%	2.60%	2.70%

We have applied the above forecasts to the subject formula. The table below summarises this calculation and our proposed inflation assumptions for 2022-2026+.

Year	RPI Forecast (Q3 previous year)	Plus	Proposed HPI
2022	4.50%	1%	5.50%
2023	10.00%	1%	11.00%
2024	4.70%	1%	5.70%
2025	2.40%	1%	3.40%
2026	2.60%	1%	3.60%
2027+	2.70%	1%	3.70%

We have summarised our proposed Long-Term Model House Price Inflation (HPI) assumptions for the 2023/24 budget submission in the table below:

Year	Sales/Rental Inflation		
	Private Sales	LLR/Social Rent	Shared Ownership
2022	5.00%	3.80%	5.50%
2023	2.75%	8.50%	11.00%
2024	1.75%	4.40%	5.70%
2025	2.25%	2.60%	3.40%
2026	2.75%	2.90%	3.60%
2027+	4.00%	3.00%	3.70%

Tender Price Index (TPI) Forecasts

The table below details the current Long Term Model current TPI assumptions:

Year	TPI
2021	1.25%
2022	2.25%
2023	2.50%
2024	3.25%
2025 onwards	4.00%

2021 saw significantly higher tender price inflation than projected by a number of property consultancy services a year ago. This was principally related to demand exceeding supply as the economy recovered from the worst impacts of the pandemic, with manufacturers and logistics companies struggling to scale up to manage pent-up demand.

The ongoing impact of COVID-19, residual uncertainty regarding the impacts of the UK’s trade relationship with the EU post-Brexit, and the unknown effects of the war in Ukraine make forecasting TPI over the next few years challenging, with agencies projecting a fairly wide range of potential outcomes on prices. There remain shortages in key construction materials such as bricks, roof tiles and MEP products.

Construction orders are currently high, and there are significant shortages in the labour market. Beyond 2022, commentators have suggested that the current increase in demand may be tempered by macro-economic factors such as rising oil and gas prices, and interest rate and taxation rises.

While material price inflation is expected to normalise in the medium-term as production output returns to capacity, it has been suggested that the shortages in the labour market may be structural and lead to cost increases in the medium-term.

As with HPI, we have taken a range of professional forecasts to derive our proposals for the LTM:

Source/Date	2022	2023	2024	2025	2026
G&T (Q1 2022)	2.5%	2.0%	2.0%	2.0%	N/A
Mace (Q1 2021)	5.5%	3.5%	3.0%	3.0%	N/A
Arcadis (Spring 2022)	5.0%	5.0%	5.0%	5.0%	4.0%
BCIS All-In (March 2022)	6.9%	3.0%	4.2%	3.8%	N/A
Average (to nearest 0.25%)	5.0%	3.5%	3.5%	3.5%	4.0%

We therefore propose using the following rates for the next LTM update, retaining the current assumption of 4% for 2026 onwards, until there are more robust longer term forecasts:

Year	TPI
2022	5.00%
2023	3.50%
2024	3.50%
2025	3.50%
2026 onwards	4.00%

Market Participants

We have also considered the current market in terms of the types of partners we may secure for our schemes, along with the pros and cons of each.

Development Managers

Development Managers will typically use their expertise to source development finance and sub-contract construction works to third parties. They are unlikely to be able to provide much direct equity to projects but would be expected to provide at least some of the risk capital for pre-development tasks such as planning.

Major Housebuilders

The majority of housebuilders tend to operate on a relatively short-term financial model, with returns crystallised at the completion of each phase of development. Such parties are often attracted to opportunities disposed of by means of a conditional land sale agreement, where payment for land is made only at the point that planning permission is in place.

However, there are a number of larger firms who are prepared to take a longer-term outlook. For such firms, the expectation is that upfront investment in 'place-making' (e.g. design, public realm works, infrastructure works, etc.) will help to support higher residential values over the medium to long term. This approach is often complementary to the delivery of multi-phased regeneration schemes.

Registered Providers

There are a number of major Registered Providers (RPs) active within London who have both the capability and, we anticipate, the appetite, to develop the residential component on LLDC's sites.

The major RPs have become increasingly competitive in the marketplace and can often outbid major housebuilders. This is due to a trend towards reinvesting proceeds from private sales units to deliver affordable units and being prepared to accept a lower profit margin.

Many RPs also develop private for sale units, either directly or under a separate brand. This offers them the ability to develop independently or to work alongside a private housebuilder, which has been the traditional model.

Listed / Major Development Companies

Listed and major property companies will often be more attracted to a Joint Venture structure than a traditional land disposal. This primarily reflects a desire to pursue longer-term opportunities and often to hold assets for a period of time post-completion.

Whilst such organisations will often have regard to the level of development profit arising, as much, if not more, weight is placed upon metrics such as Internal Rate of Return (IRR) and yield on cost (i.e. the income stream of the completed scheme as a proportion of the total development costs).

There are a wide range of companies which operate within this category and a number of them specialise within specific sectors. For LLDC's sites, the most suitable listed companies will be those with a residential and mixed-use focus.

Contractors

The risk profile of many of the large contractors is broadening and we have recently seen many of them participate in JV structures alongside landowners and developers. This is reflective of a desire to realise higher returns than can be achieved on a normal contractor margin. Some contractors have now established dedicated divisions to focus upon development schemes.

Pros and Cons of each

We have sought to summarise the principal “pros and cons” with each developer type below. Clearly there is a degree of generality to this approach, and the comments will not necessarily apply to all organisations for each respective category.

	Pros	Cons
Development Managers	<ul style="list-style-type: none"> • Willingness to take a longer-term outlook on the development, with less pressure on realising short term financial returns • Ability to adopt a more flexible approach both to means of financial return and delivery model, e.g. scope to directly develop or to prepare serviced parcels for development by a third-party • Access to a wider range of funding sources than developers with a predetermined lending facility in place 	<ul style="list-style-type: none"> • Often have limited financial standing, which can make them reliant upon third parties to provide both seed funding and main development finance • Will ordinarily seek a development management fee in addition to seeking a development profit. Collectively this is likely to present a higher margin than a housebuilder would seek • Often have relatively limited internal resource to draw upon • Potentially duplicating LLDC’s internal resources / development management abilities
Major Housebuilders	<ul style="list-style-type: none"> • Often able to work off a lower margin than listed development companies and development managers • Typically have access to large internal project teams and supply chains, which provide further cost efficiencies • Ability to leverage internal equity and established funding arrangements 	<ul style="list-style-type: none"> • Financial return is driven through crystallising an early return. This could lead to pressure to deliver product for which there is existing market demand, as opposed to taking a longer term “market creation” outlook • Less inclined to develop significant amounts of non-residential uses, such as commercial space and mixed used elements • Focus upon financial return may come at the expense of some of LLDC’s wider ‘neighbourhood’ aspirations
Registered Providers	<ul style="list-style-type: none"> • Often able to work off a lower margin than listed development companies, housebuilders and development managers • Ability and willingness to use proceeds from private residential sales to deliver additional affordable housing • Ability to leverage internal equity and established funding arrangements 	<ul style="list-style-type: none"> • Often less inclined to develop significant amounts of non-residential uses, such as commercial space • May lack the ability and reputation to maximise financial returns from the private market units

Listed / Major Development Companies	<ul style="list-style-type: none"> • Ability to consider a range of metrics for assessing financial return, including IRR and development yield, which could be better suited to a longer-term scheme • Often have the ability to develop both residential and commercial uses • More inclined to put greater emphasis upon 'place-making' and longer-term value creation, particularly if the intention is to hold completed assets • Ability to leverage internal equity and established funding arrangements 	<ul style="list-style-type: none"> • Often struggle to be as competitive on price as housebuilders, contractors and registered providers, which may impact upon their willingness to bid
Contractors	<ul style="list-style-type: none"> • Often able to work off a lower margin than listed development companies and development managers • Typically have access to large internal project teams and supply chains, which provide further cost efficiencies • Ability to leverage internal equity and established funding arrangements 	<ul style="list-style-type: none"> • Focus upon financial return and delivery may come at the expense of some of LLDC's wider 'neighbourhood' aspirations • May lack the ability and reputation to maximise financial returns from the private market units

Table: Pros and cons of developer types

Summary

Demand from both developers and occupiers continues to grow in the London and the LLDC area. This is positive for our delivery prospects, but does also bring challenges, as house prices continue to increase, putting pressure of the affordability for local people, even for the Intermediate tenure products. Rapid construction cost increases and uncertainty in the future material and labour supply market puts added pressure on scheme viability. Nevertheless, we continue to deliver against the Mayor's target for 50% of all housing we deliver to be affordable, carefully balancing the mix and phasing to achieve optimal returns.

WHAT HOMES SHOULD LLDC BE DELIVERING?

This section sets out who LLDC is building homes for:

- in terms of housing need and demand, focussing on family and affordable housing; and
- how we define quality neighbourhoods, by meeting our Corporate Priority Themes and considering how stewardship is to be provided over the long term.

Evidence for this section has been drawn from a range of sources including best practice guidance, internal and directly commissioned research, as well as the LLDC's adopted policies. We are delivering homes and neighbourhoods which offer unparalleled opportunity to live in a thriving new part of London. One that is exceptionally well connected to public transport and where global organisations in business, education, culture, technology and leisure are clustered.

Our goal is to create neighbourhoods that reflect their East London location and take full advantage of their unique setting next to the Park, the venues and nearby Stratford and Hackney Wick. Central to this is providing choice for residents and ensuring the delivery of thoughtful, enduring buildings and spaces with fantastic amenities on their doorstep. We are developing lifetime neighbourhoods so that these will be fit for residents now and in the future. This includes homes that are carefully designed to allow flexibility, enabling residents to stay in the area longer, and delivering public and community spaces that are welcoming, well maintained and safe for all, and environmentally designed homes that are better performing and more energy efficient.

Who are we building for?

Critical to our Delivery Plan is whom we are delivering for and how this responds to the housing need and market demand evidence.

Family housing continues to be a key need, with the local boroughs identifying a key requirement for affordable 3-bed+ accommodation, together with a large proportion of well-designed 2-bed accommodation in both private and affordable tenures.

It is important that all tenures and typologies are well integrated across the sites to ensure social inclusion. This is considered later under the heading 'Delivering inclusion and diversity.'

Family Homes

We are committed to delivering family housing in high-quality neighbourhoods. This principle responds to the original Olympic Legacy ambition to address the transience of residents living in the then Host Boroughs. However, this is in tension with other LLDC strategic priorities, including the repayment of LLDC's capital borrowing through receipts from housing developments, and the integration of existing and new communities. This is because 3-bed+ housing is often cited by developers as inhibiting scheme viability; and private 3-bed+ housing is commonly unaffordable for local people, as set out above.

We have also learnt a great deal since residents moved into our first neighbourhood, Chobham Manor, in 2015:

- Although 75% of units are 3-bed+, relatively few of the private units sold so far are occupied by families (although others were bought by couples saying they were looking to start families);
- Sales rates for 3-bed+ units are slower than sales rates for 1 and 2-bed units, though rates have improved potentially due to the changing priorities during the pandemic; this extends the total sales period and means that the developer incurs finance and stock holding costs across this period, impacting on their returns;

- 3-bed+ homes are more commonly bought post-completion, rather than ‘off-plan’ in advance of completion, again, impacting on the developer’s cashflow and returns;
- To increase sales rates, developers will occasionally discount the price of smaller 3-bed+ homes to encourage sales, and to benefit from Help to Buy;
- London Living Rent units have been particularly difficult to let due to the restricted market and the large average size, which tends to mean they are at the top of the price bracket, yet don’t have parking spaces;
- For flats, the sales value per square foot declines as the unit size increases - even if build costs stay constant.

Additionally, in Phase 1 of East Wick and Sweetwater:

- Sales of smaller units have been faster than the large 3 bed+;

➤ s.43

The conclusions that can be drawn from these issues are that large proportions of 3-bed+ flats will impact on the market appetite from developers, as well as overall scheme viability and investment returns, and in turn, LLDC’s land receipt. This therefore needs to be balanced against the local need and demand for 3-bed+ homes to find the optimal deliverable solution.

This has resulted in our review of what is defined as family housing and how best to realise this. Our proposal for our future developments is therefore three-fold:

- Adopt a more flexible approach to the number of 3-bed+ accommodation that is delivered, balancing the need for family housing with an increased provision of 2-bed homes;
- Ensure a design-led approach to the provision of family housing;
- Explore opportunities to de-risk the market sales of 3-bed+ private homes.

We recognise that a design-led approach to family housing is essential to encourage more take-up by actual families. We also see an opportunity to prioritise delivery of 3-bed affordable units over 3-bed private units to meet local need. This would be a balance of unit types to avoid saturating the market with one product, and this is also preferred by Registered Providers from a management perspective.

This approach is also in accordance with the LLDC Local Plan 2020 which requires more than half of new homes to be two bedroom or more, in order to provide for a range of different size of accommodation and create sustainable new mixed and inclusive communities. The Local Plan also confirms the need to provide an appropriately balanced mix of one, two and three-bedroom homes, noting a higher need for two bedrooms market homes and for two and three bedrooms homes within the affordable sector.

LLDC will continue to explore opportunities to de-risk the market sales of 3-bed private units. Approaches may include using S106 off-site affordable funds to purchase 3-bed units for affordable (as done in 2019 at Chobham Manor); or convert 3-bed private units to affordable tenures to access Recycled Capital Grant Funding (as done at Phase 1 of East Wick and Sweetwater).

[Affordable Housing](#)

The other key consideration for LLDC development sites is affordable housing provision. The Affordable Housing and Viability SPG sets out the Mayor of London’s three preferred affordable housing tenures: London Affordable Rent (LAR); London Living Rent (LLR); and London Shared Ownership (LSO).

More recently, the Affordable Homes Programme 2021-2026 (AHP) moves away from London Affordable Rent and focusses funding on three affordable housing tenures: Social Rent (SR); London

Living Rent (LLR); and Shared Ownership (SO). Future LLDC schemes which will require grant funding will therefore deliver Low Cost Rented housing at Social Rent levels.

The introduction of First Homes as a form of intermediate housing in May 2021 is unlikely to have an impact on LLDC's sites given the Affordable Homes Programme requirements, existing planning obligations and planning policies within the London Plan and LLDC Local Plan.

In relation to the affordable housing tenure split requirements, the LLDC Local Plan identifies a greater need for low cost rented accommodation within the area and sets out a tenure split requirement of 60% low cost rented and 40% intermediate. Each housing tenure is tailored to different parts of the housing market and relates to different rent benchmarks. This is further nuanced for each of the LLDC sites.

However, to enable the delivery of East Bank's wider regeneration benefits, the Stratford Waterfront planning permission is subject to a Unilateral Undertaking (UU) given under S106 of the Town and Country Planning Act. The UU includes obligations across a portfolio of sites, comprising Stratford Waterfront, Pudding Mill (Pudding Mill Lane and Bridgewater) and Rick Roberts Way, requiring 50% affordable housing (by habitable room), with a tenure split of 30% of units to be low cost rented housing and 70% to be intermediate housing. This will be the baseline tenure mix for those specific sites.

The allocation of all LAR/SR homes built on LLDC land will also need to have regard to the Clays Lane Nomination Agreement. This is an arrangement to replace the nominations used to relocate the residents of the Clays Lane Estate before the 2012 Olympics. All the developers of LCS sites are required to follow the Agreement, starting with Chobham Manor.

Community Land Trusts

The Development Agreement between the East Wick Sweetwater developer and LLDC has a requirement to undertake a feasibility study for a Community Land Trust (CLT) to deliver a minimum of twenty new homes within the East Wick and Sweetwater masterplan areas.

A plot has been identified for the potential CLT with 16 affordable units and a commercial unit on the ground floor. The Developer intends to identify a CLT operator through a formal tender process noting that the grant for CLTs requires start on site by 2023.

s.43

Build to Rent Homes

Across a number of future projects, LLDC is investigating the possibility to retain some housing stock. These units could be rented for the medium term s.43 This exposes LLDC to house price growth over the medium term as well as producing a revenue stream to potentially cross subsidise the operation of the Park. It also has the added benefit of reducing sales exposure and speeding up delivery of the developments.

East Wick Phase 1 has 28 investment units pepper-potted across the phase. These units are managed by Places for People on behalf of LLDC. s.43

LLDC will have unrestricted control and responsibility for those units.

Over the next year, LLDC will develop a business plan to outline how retained residential units will be managed and how any surplus revenue income is used to cross subsidise the operation of the Park.

Defining Quality Neighbourhoods

The preceding section dealt with what types of homes we are building but it is also important to highlight what standards we are building to. The key aim is to facilitate the delivery of quality neighbourhoods – these are guided by the ‘Great Estate Principle’ and enabled through our four Priority Themes:

- Delivering inclusive growth and community well-being;
- Delivering sustainable development and responding to the climate emergency;
- Delivering high quality design; and
- Delivering inclusion and diversity.

Great Estate Principle

We believe our developments within, and surrounding, Queen Elizabeth Olympic Park will form part of London’s newest ‘Great Estate’. This relates with our ambition, as we move towards Transition, to create a coherent sense of place by proactively shaping development, maintaining the quality of Queen Elizabeth Olympic Park and careful ongoing estate management.

This builds upon the approaches in other parts of London, like the established Portman and Grosvenor Estates, and more recently, new neighbourhoods like Kings Cross, to deliver neighbourhoods that reflect the unique energy, character and heritage of the Lower Lea Valley and making the most of the existing context. Coordinated architectural, urban and landscape design are essential elements for creating high-quality places that are engaging, safe, usable and beautiful, and which create and maintain value over the long term.

It is important that we think about the ongoing estate management and stewardship of the place, its character, and landscape from the outset. This place-based approach will ensure developments within and adjacent to the Park respond to their communities and context. We will do this through the Great Estate Principle.

The aim is to develop places that create value in the wider sense, with a variety of typologies and heights. As a Mayoral Development Corporation, we are keen that we build new neighbourhoods with vitality.

The majority of the homes on the Park are sold on a leasehold basis, with only the townhouses sold as freehold (driven by the market desire for house owners to have more autonomy). The leasehold approach allows LLDC to pass on obligations, including the payment of the Fixed Estate Charge, to the developers and ultimately the residents on the Park. **s.43**

[REDACTED]

Priority Themes

We expect all our developments to deliver high standards of sustainability, design quality, actively involving both new and local communities in their development to ensure they are equitable and inclusive. Since their establishment in 2012, the Priority Themes have been embedded in the procurement of all project teams and development partners. The current requirements in terms of these are explained below.

Delivering inclusive growth and community wellbeing

Our aim is to redefine what makes places thrive and create a vibrant new heart of London around Queen Elizabeth Olympic Park. We expect our development partners to be forward thinking and ambitious and work with us to deliver best practice in community engagement through design, construction and long-term management; creating long lasting relationships with individuals, local community organisations and partners. To do this, our developments will: place community at the heart of our new neighbourhoods; create new neighbourhoods that thrive and are resilient; and connect in locally, to ensure local communities benefit and that the neighbourhoods are stitched into the surrounding area. This will be delivered through:

- Strong personal relationships, working closely with local communities to build trust and connections;
- Resident-led projects, giving local residents ownership and direct control where possible;
- Innovative approaches, with early interventions to ensure that local communities understand and feel part of the change happening in their area; and
- Collective leadership, working in partnership with trusted local community organisations and partners who are embedded within the communities in and around the Park.

These approaches work across all of our Living Places themes:

- **Shaping the physical environment**, maximising the opportunities that local communities have in shaping the new neighbourhoods at the design stage and creating ownership long term, embedded in LLDC's Code of Consultation. Site relations and community engagement are also integral to the construction process once on site, with developers required to follow the LLDC Construction Good Neighbour Commitments.
- **Inspiring the next generation**, with initiatives to engage young people to ensure that the younger generation benefit most of the emerging opportunities. This is undertaken through the Legacy Youth Voice, a group of young people from the boroughs around the Park.
- **Building social networks**, ensuring that the right structures to allow new and old communities to build strong foundations are in place for the social networks that will sustain them in the long term. Empowering local residents to develop their own networks and projects to help local residents enhance their connections, skills, confidence and wellbeing and add value to their communities.
- **Bringing the place to life**, which focuses on how we use the Park to encourage physical activity and programme community events that bring people together, in turn creating a vibrancy of place.

We recognise that community engagement is not straightforward and therefore for all our projects, we work with partner organisations to help steer activity to ensure that engagement is meaningful to all parties involved and creates lasting benefits and successful places.

Our development partners are required to develop a Community Engagement Plan tailored to the project which sets out how they will approach and adequately resource the delivery of the key community objectives and benefits that underpins LLDC's work. All developers will be required to follow the LLDC Code of Consultation, considering a range of tools and methods, including digital, such as online and VR.

All development partners are also required to contribute to the socio-economic regeneration of the area, helping to drive growth, innovation and investment in the area. To contribute to inclusive growth and fair employment in the construction and built environment, partners are required to set exemplar standards through:

- London Living Wage (LLW)
- Maximising apprenticeships
- Increase the diversity of the workforce across all sectors and levels
- Employer-led training programmes
- Adherence to Modern Slavery legislation with audits and certification schemes

We ask developers to form a meaningful partnership with us to address skills gaps in construction, signing up to the Labour Agency Vendor Accord. They are all required to provide an Employment and Skills Plan post contract award and to provide resource to lead this workstream once on site; becoming members of the QEOP Training Association; paying LLW to all workers (including their supply chain); and working with schools to promote and deliver built environment education.

Delivering sustainable development and responding to the climate emergency

In 2012, we set out to deliver exemplary Sustainability standards across all our developments which at the time exceeded London Plan policy and Development Plan requirements. For example, these included:

- 40% improvement on 2010 Building Regulations from 2013 onwards;
- Zero carbon buildings, from 2016 for all dwellings and from 2019 for all non-domestic buildings;
- Code for Sustainable Homes (CfSH) Level 4+ for all new homes;
- Full Fabric Energy Efficiency Standards (FEES) for all new homes;
- BREEAM Excellent for all non-residential buildings, with the exception of retail which would achieve Very Good; and
- 20% of all energy to be from renewable sources.

In addition, to achieve carbon reduction and renewable energy targets all our developments on the Park are required to connect to the Olympic Park DHN, with the exception of Rick Roberts Way and Pudding Mill which are to use ‘reasonable endeavours’ to connect, which reflects the Engie Concession Agreement area. For the same reason, there is no requirement outside the Park, such as Hackney Wick or Bromley by Bow.

However, experience has shown that it has not been possible to achieve all of our original sustainability standards because of our long development timelines and more regular changes in Government policy and the response of the development industry. For example, zero carbon requirements and FEES were not adopted into Building Regulations and instead a lower Target Fabric Energy Efficiency Standard was adopted and CfSH was abandoned with no replacement standard. This shift in the Government’s carbon policy and FEES has impacted building supply chain and availability of cost-effective products. Our development partners have therefore struggled to achieve our sustainability standards and were further impacted by changes in regulations on insulation and cladding materials following the Grenfell fire in 2017.

In order to facilitate development, we have therefore been flexible in some areas of sustainability, including amendments in 2018 to our requirements on FEES and CfSH. s.43

[REDACTED]

More recently the national and London policy context has evolved. The London Plan includes a requirement for developments to achieve net carbon zero, with additional requirements in relation to air quality, circular economy and carbon off-set funds. At the local level, all of the local boroughs have declared a Climate Emergency.

In response to this, we are moving towards a position where we adopt a more holistic approach to sustainability and employ whole lifecycle assessment from the outset on our projects. Whilst the emphasis is on embodied carbon, this would consider all stages of the process together - briefing, design, construction, operation and disposal. LLDC also has a responsibility to review what has been built and how it is operating - this includes both the homes through post occupancy evaluation, but more specifically, our District Heating Network.

Together these are challenging ambitions and will require further work to enable us to deliver the requirements of the London Plan and changing standards.

Delivering high quality design

We use a placemaking and site-based design approach to all our projects. This starts from understanding character - both the landscape and built form:

- **Landscape** - one of the key assets for us is Queen Elizabeth Olympic Park – it is renowned as one of the best new urban parks in Europe. Therefore, it is expected that all our developments adopt a similarly high-quality approach to the public realm and landscape as a fundamental part of the proposals. These will create a new network of spaces that are clean, green, safe, inclusive, multi-functional, playful and beautiful in the same way the Park is providing a rich diversity of spaces for the enjoyment of all.
- **Built Form** - prepared and consulted upon as part of the Local Plan Review, the Legacy Corporation Characterisation Study acts as a reference for development proposals within the Legacy Corporation area. It provides a detailed picture of the character of our area today and how it has evolved, focused around the four sub-areas identified within the Local Plan. It identifies physical characteristics of the area, key positive and negative features including prevailing and expected heights, and provides an analysis of scale, massing and grain, as well as opportunities to build on local heritage and green assets. This can help inform how we develop our schemes while understanding the quality of the past.

We analyse these special characteristics, wider context and microclimate to develop proposals that reinforce existing opportunities in terms of aspect, outlook, proximity to transport, employment and services. We assess how development adds value to this part of East London – socially and economically - to improve health and wellbeing outcomes. It is important that this impact is felt both in existing surrounding neighbourhoods and the new residents that we will welcome. This is in part facilitated by our design approach.

The Mayor of London's Good Growth by Design agenda establishes a London wide strategy to improve design and placemaking throughout the capital for all neighbourhood development, and in particular, housing.

For LLDC, our Design Quality Policy (DQP) refreshed in 2019 defines the specifics, setting clear housing standards in terms of space standards and floor to ceiling heights for homes and sizes for external private space. The space standards exceed the national minimum by 5% and enable us to create more generous homes across all tenures. The DQP illustrates design principles for masterplans, public realm and housing. These include ensuring our developments are safe and secure, in terms of how they are laid out, where building uses are located, and how the public realm is overlooked, lit and actively surveyed. All of our projects have to achieve Secured by Design accreditation. The Park Design Guide (2018) sets a similar quality benchmark within the Park.

Together these two documents establish the level of quality expected across landscape and built form.

Delivering inclusion and diversity

The local boroughs of Newham, Hackney, Tower Hamlets and Waltham Forest are among the most ethnically and culturally diverse parts of London. We want to ensure an integrated approach - delivering places of outstanding quality, which are welcoming and designed to be inclusive for people at different life stages.

It is important for people to live in high quality, inclusive and thriving neighbourhoods that support social cohesion. So just as important as the number and type of homes we provide, are the access to places of work, shops, community facilities, schools, open spaces and other amenities that are essential to successful and thriving neighbourhoods.

Much has already been achieved by LLDC and its partners through the delivery of high-quality public spaces and connections across QEOP, the early delivery of schools, nurseries and community facilities and creating new opportunities at Here East and East Bank to complement existing opportunities and amenities at IQL and Westfield.

In terms of housing delivery, the LLDC is committed to providing inclusive and mixed tenure neighbourhoods and is focused on the following:

- Delivering homes which are ‘tenure blind’ so that it is impossible to tell any difference based on external appearance, location or means of access;
- Encouraging pepper-potting wherever feasible without impacting on the affordability of affordable housing (e.g. because of increased service charges); and
- Designing high quality spaces and amenities for all residents but minimise service charges for those in affordable tenures.

All LLDC housing is required to adhere to the Inclusive Design Standards (IDS) updated in May 2019. These are progressive and set higher than national standards to achieve inclusive neighbourhoods around the three areas of movement, housing and public buildings.

These standards are embedded at brief stage and are enshrined in LLDC Local Plan policy. In addition, all LLDC-led schemes will go to the BEAP (Built Environment and Access Panel). The IDS influences our projects at different development stages from planning consent to building specification. The policy states that all housing provision on LLDC land needs to consider the needs requirements of the surrounding population now and equally in 30 years. This requires designs that can be easily adapted to meet these changing needs over time.

Monitoring Delivery of Priority Themes

To create London’s next Great Estate requires a commitment to the delivery of well-designed neighbourhoods, homes and public realm. Our approach includes learning from what both LLDC and other developers are delivering that could be seen as best practice – both in terms of the quality that is eventually built, and the processes required to deliver it.

Specific measurable standards are contained within each of the Priority Themes policy and standards.

As an organisation, LLDC demonstrates a long-term commitment to design by providing ongoing support through the design, planning and development stages of all projects, ensuring that the design process is robust. This starts with clear briefing and procurement documents which use the local context, housing need and demand, and the aforementioned standards to set the bar for quality. This is interrogated and maintained through regular internal design reviews. In line with

Government and Mayoral guidance, all LLDC schemes are required to submit to the Quality Review and Built Environment Access Panels, in addition to proactively engaging with local groups, such as Legacy Youth Voice, and key stakeholders from the Host Boroughs and their communities.

We will ensure all LLDC projects are developed in a manner that ensures they will adhere to our Great Estate Principle, and by association, our Priority Themes and relevant standards.

As an example, LLDC has developed guidance for Chobham Manor homeowners to advise them on the alterations that are acceptable within their homes. Working with the resident's association, the guidance covers alterations such as landscaping, fencing, roof terraces, acceptable paint colours and additional structures such as sheds. Although these may be seen as small elements, retaining some control means the overall quality of the neighbourhood can be maintained in the long-term. This guidance can be tailored to individual locations and will be rolled out across our remaining developments.

Post Occupancy Evaluation

It is also important for LLDC to learn from what has been built and particularly, what residents think about their homes, and how these and the surrounding streets and spaces work. We are doing this by using Post Occupancy Evaluation (POE) as a rigorous method to monitor quality and better understand how to improve future phases of development.

The first POE pilot project at Chobham Manor Phase 1 has now been completed. This sought feedback on a range of subjects including:

- Neighbourhood and House Design
- Inclusive Design
- Environmental Sustainability
- District Heat Network
- Sustainable Community
- Sustainable Transport
- Landscape Design

LLDC's vision for Chobham Manor is a family neighbourhood that is child friendly, sustainable and an inclusive place with inspiring landscapes and public realm. The consultant team of Buro Happold, Hawkins Brown and Soap Retrofit were appointed to complete the POE, reviewing the first 259 homes. This included a combination of qualitative and quantitative studies over a 12 month period to evaluate its delivery against the original aims. 100 POE responses across 92 households were received for the pilot project (36% sample) and 22 residents from Chobham Manor Phase 1 engaged in focus groups during the pandemic.

The overall resident experience was deemed to be profoundly positive; with a wide range of housing typologies and public realm that was well used and well liked. It was also noted that it has built a sense of community within a relatively short period of time. There were also positives in terms of energy and water usage in comparison to the average UK consumption. However, there are concerns about overheating which is in part due to the fact that it was designed to meet the standards at the time (2013). s.43

[REDACTED]. The key finding relates to the energy performance gap between as designed and as built. To mitigate this the recommendation is to work with evolving standards, ensuring they are applied and costed throughout the design and construction phases. We are already starting to address this at Hackney Wick, Stratford Waterfront and Bridgewater through the inclusion of LETI sustainability standards (The London Energy Transformation Initiative) as a minimum requirement. There is also criticism of the snagging process

and the estate management. LLDC is working with Chobham Manor LLP to assess how these issues can be addressed.

In 2022, LLDC has appointed a team to undertake the POE for the remaining phases of Chobham Manor and the first phase of East Wick. This is led by PRP architects with support from PTEA, Levitt Bernstein and UCL Bartlett School. They are currently reviewing the findings from the pilot and refining the overall methodology before conducting the next round of research; starting at Chobham Manor Phase 2.

The POE work is supported by a strategic board consisting of senior public, private sector and academic members from MHCLG, GLA, London Boroughs of Hackney and Haringey, OPDC, Places for People, L&Q, Taylor Wimpey and the University of Sheffield.

For LLDC's remaining sites, developer partners will be expected to carry out post occupancy evaluation, using this standardised LLDC methodology, which will include online user questionnaires and energy/ water monitoring (with at least 20% of the residents), focus groups, and in-depth interviews and more detailed energy monitoring on a selection of homes. Non-residential uses will also need to be included within the evaluation.

LLDC is working with the GLA family to share our learnings. This has led to the inclusion of this as a grant requirement for GLA Housing and Land in their Affordable Homes Programme. Overall, this should enable a better understanding about the design, delivery and estate management of housing; benefitting both LLDC and other commissioning authorities.

Summary

As we continue to develop our neighbourhoods, it is critical that they directly respond to the key issues of family and affordable housing. With Chobham Manor, we have learnt valuable lessons in terms of who we are building for and the market appetite for specific housing products. Going forward we will refine our approach to meet these changing needs.

This will build upon our commitment to our Priority Themes, ensuring that we deliver well designed neighbourhoods and homes that are inclusive and sustainable. This includes thinking about the stewardship of the place, its character, and landscape from the outset. This place-based approach will ensure developments in and adjacent to the Park respond to their communities and context. Together they will each contribute to the delivery of an overall new 'Great Estate' and new homes specifically rooted in East London.

WHERE ARE WE NOW?

The Housing Delivery Plan covers four housing programmes: Legacy Community Sites (currently in delivery); Portfolio Sites; Neighbourhood Centres; and Feasibility sites. Each of LLDC’s housing projects are part of a programme as outlined in the diagram below:



A description of each project is given below, with individual Project Summaries attached at Appendix 1. Each project can be identified on the plan on page 42.

Legacy Community Sites

The Legacy Communities Scheme (LCS) was granted planning permission in 2012 for a residential led mixed-use scheme providing approximately 6,800 new homes across five new neighbourhoods within Queen Elizabeth Olympic Park.

The LCS Permission includes consent for up to 542,817sqm (GEA) mixed-use residential led development comprising residential as well as business and employment uses, retail, leisure, community, health, cultural, assembly and education facilities, including two primary schools and one secondary school. The permission also includes site-wide infrastructure, including utilities, bridges, streets, cycle and pedestrian routes, open space and biodiversity habitat and community facilities. Some of these are important to the fabric of Queen Elizabeth Olympic Park and its integration with its wider context and existing communities, and some reflect planning obligations and commitments made by the LLDC.

Since 2012, the LCS permission has been subject to a number of variations, including the ‘slot-out’ of sites which now form part of the East Bank project. In addition, the LCS planning permission includes a legal obligation to submit new planning applications for Pudding Mill and Rick Roberts Way with additional residential development to make up as much as possible the loss of housing resulting from the East Bank project.

For the purposes of this document, the Legacy Community Sites comprise Chobham Manor, East Wick and Sweetwater.

[Chobham Manor](#)

Chobham Manor is the first of five neighbourhoods to be delivered on Queen Elizabeth Olympic Park. It consists of 880 new homes, plus retail and community spaces and new public realm.

The developer is a joint venture between Taylor Wimpey and London and Quadrant (L&Q) - Chobham Manor LLP - who were selected just before the 2012 Olympic and Paralympic Games. The

Development Agreement was signed in November 2012 and work began on site two years later in July 2014, following the Phase 1 Reserved Matters Application which was approved in January 2014.

The scheme includes a wide range of unit typologies: 1-5-bed flats, maisonettes and houses, with 75% designed for family housing (3-bed+). The experimental 'multi-generational' houses (with the fourth bedroom being a self-contained annexe) have all sold well, ahead of other 4-bed houses. Affordable housing comprises 35% of the scheme, revised upwards from 28%, following an intervention by LLDC in early 2020, with a mix of different affordable tenures.

The development has just completed. L&Q are the managing agents for all the homes and the whole estate. There are no ground rents, but all occupiers pay the LLDC's Fixed Estate Charge, which goes towards the cost of maintaining Queen Elizabeth Olympic Park.

East Wick and Sweetwater

The new East Wick and Sweetwater districts will comprise c.1850 homes across both neighbourhoods. Approximately 34% of the overall development will be affordable housing. Of the private homes, some will be private rented (PRS) and the remainder for private for sale.

In early 2015, LLDC announced that East Wick and Sweetwater Projects had been selected to develop these two neighbourhoods; a consortium led by Places for People (PfP) and Balfour Beatty Investments. The Development Agreement was exchanged in February 2015. The Zonal Masterplan for East Wick was granted planning consent in December 2015, Phase 1 received its Reserved Matters planning consent in February 2017 and a start on site was achieved in Autumn 2018 with a preliminary contract, and the formal start of Phase 1 in January 2019.

The first homes were occupied in October 2020 and the baseline full phased programme is due to be complete by 2035. The mixed-use scheme also includes retail, workshop and commercial space to help create a vibrant and lively neighbourhood, linking Hackney Wick, Queen Elizabeth Olympic Park and Here East.

East Wick will have up to 1,100 homes with a mix of housing types, including family housing and private rented housing. It will also benefit from the new primary school (Mossbourne Riverside Academy) which was opened ahead of programme, in 2016.

Phase 1 consists of 302 new homes and 3,250sqm of commercial floorspace. This Phase completed in Summer 2021, and includes the PRS blocks for Realstar, who have funded this element of the scheme. Homes England have agreed funding for Phases 1-4. Some 47% of the new homes in Phase 1 are larger family units (3-bed+). LLDC retain ownership of a portfolio of 28 PRS units known as the 'co-investment units' which will provide an income stream for 10-15 years, followed by a capital receipt when sold. PfP manage these units on behalf of LLDC.

Phase 2 is expected to start in late 2022, with preparatory and enabling works taking place from September 2022.

Sweetwater will include a mix of around 750 homes including apartments and family homes with private gardens. It also includes the new primary school which opened in September 2018 as part of the Bobby Moore all-through school, along with two nurseries, community space, a library and health centre.

The scheme included the delivery of two new bridges (a new footbridge and a vehicular bridge) and highway works, which connect Hackney Wick and Fish Island to the Park for the first time. These were completed in 2021 and opened to pedestrians and cyclists. Buses are expected to be able to cross later in 2022.

Hackney Bridge is an interim use located on part of what will be Phase 7. Although the opening was significantly affected by Covid restrictions, most of the site is now open and includes a number of bars and restaurants alongside a series of working spaces for local individuals and businesses. The Good Growth Hub is also located here. This has been a very useful opportunity to test appetite for small commercial units and to provide an opportunity for businesses to grow and potentially move to larger units in the development or Park.

Portfolio Sites

In May 2018, LLDC sought to maximise the level of affordable housing it can deliver within the constraints of its Long Term Model in response to the Mayor's Homes for Londoners Affordable Housing and Viability SPG, and therefore looked to amend the existing planning parameters for its future developments.

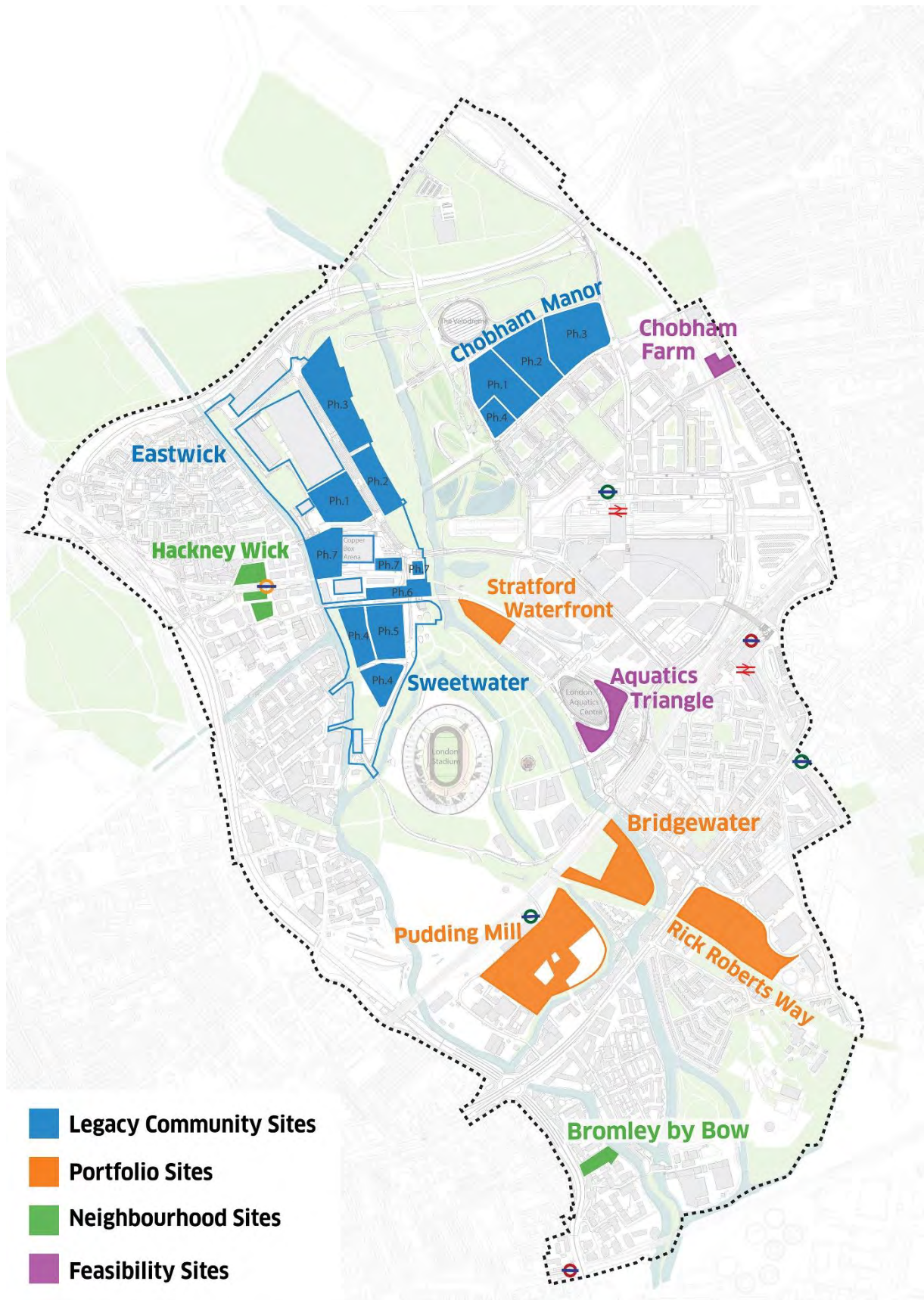
A key change in LLDC's priorities and projects was the East Bank project which was announced in 2017 and will create a world-class destination at Queen Elizabeth Olympic Park, bringing together outstanding organisations to showcase exceptional art, dance, history, craft, science, technology and cutting-edge design. In July 2019 planning permission was granted for Stratford Waterfront, which forms part of the East Bank development and includes a new cultural and education district with 72,899sqm of floorspace that will be home to Sadler's Wells, BBC, University of the Arts London's London College of Fashion, and the V&A; together with up to 65,000sqm of floorspace for a residential led mixed use development.

The Stratford Waterfront planning permission is subject to a Unilateral Undertaking given under S106 of the Town and Country Planning Act, which requires 50% affordable housing (by habitable rooms), with a tenure split of 30% of units as Low Cost Rented Housing and 70% being Intermediate Housing to be provided across a portfolio of sites comprising Stratford Waterfront, Pudding Mill and Rick Roberts Way.

The site-specific requirements are as follows:

- **Stratford Waterfront** is to provide 35% affordable housing, comprising 100% Intermediate Housing;
- **Pudding Mill** (which comprises Pudding Mill Lane and Bridgewater) is to provide a minimum of 40% affordable housing, comprising 30% Low Cost Rented Housing and 70% Intermediate Housing; and
- **Rick Roberts Way** is to provide the required number of affordable housing habitable rooms and tenure split to achieve the overall Portfolio requirements.

To incentivise and ensure the delivery of each of the Portfolio Sites, the Unilateral Undertaking includes a number of occupancy restrictions including a restriction on the occupation of the last 30% of market units at Stratford Waterfront until the first phase (minimum 150 units) of Pudding Mill has been constructed to first floor slab. We expect this to be on Bridgewater.



Map: LLDC Housing Delivery Programme

[Stratford Waterfront and Bridgewater](#)

To align with the Stratford Waterfront Unilateral Undertaking and mitigate the occupancy risk outlined above, LLDC has brought forward Stratford Waterfront and Bridgewater (the first phase of Pudding Mill) as a single development project.

Adjacent to the East Bank cultural and education district, Stratford Waterfront will provide c.600 homes with 35% Shared Ownership.

To the south of the Park is Bridgewater, an island site which LLDC has masterplanned to bring forward approximately 575 homes with 50% affordable homes by habitable room (10% above the minimum requirement set out in the Stratford Waterfront UU) through a combination of Social Rent, London Living Rent and Shared Ownership. The housing will be developed within a landscaped setting with a focus on family homes, and new connections both into the Park and the surrounding area. An outline planning application for Bridgewater was submitted in August 2021.

Procurement for a Joint Venture development partner for the two sites was launched in Autumn 2020 and we are currently finalising contracts and the Business Plan with the Preferred Bidder. Contract award is anticipated in early July 2022. The JV is currently programmed to start on site with enabling works at Bridgewater in December 2023 and Stratford Waterfront in February 2024.

[Pudding Mill Lane](#)

Alongside Bridgewater, a detailed mixed-use masterplan has been developed for the site at Pudding Mill Lane, which will provide new homes, later living accommodation, employment space, retail, a nursery, medical centre, pharmacy and community uses, alongside new public spaces.

The masterplan envisages c.950 homes across a range of unit types and tenures targeting up to 45% affordable housing by habitable room (5% above the minimum requirement set out in the Stratford Waterfront UU) in a mix of Social Rent, London Living Rent and Shared Ownership.

An outline planning application was submitted for this project in December 2021, and a Business Case for the Delivery Strategy was approved by Board in March 2022. Procurement will commence in October 2022 to identify and appoint a Joint Venture partner for the delivery of the project.

There are a number of interim uses on the Pudding Mill Lane site, both in occupation and proposed, which provide a valuable source of revenue income for LLDC, as well as helping to embed early place-making. The phasing of housing delivery will need to be carefully planned around vacant possession dates.

Pudding Mill Lane is also one of our new Neighbourhood Centres, which is described more in the following section.

[Rick Roberts Way](#)

Rick Roberts Way is jointly owned by LLDC and the London Borough of Newham (LBN) in a complex patchwork of ownerships. Agreement has been reached to consolidate the landholdings into two independently developable plots. LBN have identified the need for a new secondary school on their part of the site; and LLDC will seek to deliver at least 450 new homes on its part of the site, to meet the Unilateral Undertaking requirements, along with associated open space, retail space and community uses. The land swap agreement is expected to exchange in June 2022, with completion conditional on the Stratford Waterfront UU being varied to bind the new LLDC title only.

The site was occupied by three different interim uses, which all had break clauses in March 2022. One user has now left; the other two are still in occupation pending the Land Swap being exchanged.

Agreement has been reached with National Grid (NG) who own the adjoining gas holder site for them to apply to revoke the Hazardous Substances Consent on their land, which restricts

development of the Rick Roberts Way site, in return for the grant of an access easement. The revocation application has been approved by the Secretary of State.

An Urban Design and Landscape Framework (UDLF) has been agreed between the landowners (LLDC, LBN and NG) to ensure that the three sites are brought forward in a coherent way. The UDLF will form the basis of future planning applications and discussions with PPDT and stakeholders in bringing forward development proposals.

A Business Case has also been approved by Investment Committee and Board for LLDC to commence the procurement process for a development partner, following the land swap. The site will provide approximately 76% affordable housing in order to meet the Portfolio requirements. Soft Market Testing was completed in March 2022, with good positive interest. The intention is to start a full procurement process in Summer 2022 with a target to appoint a development partner by Spring 2023. This should enable the developer to submit a planning application in early 2024, before the Legacy Communities Scheme Unilateral Undertaking deadline **s.43** of December 2024.

Neighbourhood Centres

As our housing development progresses, the retail, employment, and leisure requirements of existing and future residents will grow. The LLDC Local Plan therefore recognises the need for expansion of functions within the existing centres and the development of new centres to meet local requirements.

LLDC's development sites at Pudding Mill Lane, Hackney Wick and Bromley-by-Bow will all provide new centres through comprehensive redevelopment and regeneration interventions. Commercial space within these mixed-use developments should provide an immediately localised function, such as small-scale retail or community uses, be designed flexibly to maximise potential take-up, be finished to a standard to facilitate take-up and be suitable for interim uses where take-up is slow.

Pudding Mill Lane

Pudding Mill Lane is designated as a new Local Centre serving a localised catchment, with small-scale retail office and workshops. Our masterplan looks to focus these uses along the main east-west and north-south routes, and adjacent to the DLR Station at the southern gateway to the Park. The combination of uses on this site, will support a diverse and vibrant neighbourhood as well as the creation of a new mixed and balanced community.

As well as providing a local centre, Pudding Mill Lane is one of LLDC's Employment Clusters, and will provide c.46,000sqm of employment space, retail, community and leisure uses. It offers a key strategic opportunity in building the inclusive innovation district at QEOP for three reasons:

- The space could be home to businesses innovating in key growth sectors relevant to SHIFT;
- Some of the property offer (temporary and permanent) could be shaped in response to these growth sectors; and
- SHIFT can work alongside Developers to identify where innovation trials might be relevant to the PML delivery.

First, the quantum of space in the Pudding Mill Lane masterplan, the proximity to the UCL East campus, transport links and nearby neighbours Here East, IQL and East Bank make this a prime location for growing companies wishing to locate in the cluster at QEOP. SHIFT will focus on climate adaptation, health/wellbeing and movement in the urban context, and will help leverage significant investment in innovation trials under those themes. This brings the opportunity to ensure that where partner companies, investors, growing SMEs or corporations wish to locate there, then Pudding Mill Lane could accommodate them.

Second, Pudding Mill Lane presents an opportunity to directly respond to the SHIFT focus areas. For example, putting climate resilience, clean air and net zero at the heart of the business plan. This also aligns with our Priority Themes around sustainability and the climate emergency. Likewise, the opportunity to address health and wellbeing challenges in building new neighbourhoods, workspace, public realm and leisure space. For example, the world's first Hearing Wellness District was launched in March 2022 on QEOP and there could be opportunity to expand technology into the new Pudding Mill neighbourhood.

Finally, working between the SHIFT and Inclusive Growth Team, Pudding Mill Lane can look to support emerging sector skills opportunities and future jobs based at the Pudding Mill employment centre.

[Hackney Wick Central](#)

Over the Lea Navigation canal and spanning the border between LB of Hackney and LB Tower Hamlets, the Hackney Wick Central development will provide a new Neighbourhood Centre for the Hackney Wick and Fish Island area, around the improved Hackney Wick Station.

The LLDC Local Plan provides policy support and guidance for the delivery of a mixed-use development at the heart of the future Hackney Wick Neighbourhood Centre. To facilitate and stimulate the development of this neighbourhood centre, which is in multiple landownerships, LLDC, in conjunction with LB Hackney, submitted an outline planning application in May 2016 for the Hackney Wick Central Masterplan.

The aim of the Masterplan, which secured consent in March 2019, is to:

- Create a vibrant mixed-use 'centre' that re-provides existing employment floorspace as new workspace, retail and community facilities alongside a significant number of new homes;
- Establish new routes and public spaces that will improve connectivity, accessibility and legibility of the area;
- Enhance the Conservation Area by ensuring high quality development that builds on Hackney Wick's distinctive character and industrial heritage, improves the setting for the heritage buildings and supports the area's residential, cultural, creative and business communities.

Within the Masterplan area, LLDC own three strategic sites which it is anticipated will deliver c.190 homes and around 4,500sqm of commercial space, studios, flexible retail and community facilities.

The upgraded, award winning Hackney Wick Station was completed in 2018 with significant funding from LLDC, and these three sites (two of which neighbour the station) are key to the area's changing context. The creation of a new 'North-South Route' through the new station and Hackney Wick area significantly improves permeability and connectivity for local communities and businesses.

The Masterplan Consent requires a minimum of 50% affordable housing on LLDC's three sites, of which the tenures must be 42% London Affordable Rent and 58% Shared Ownership, by habitable room.

Notting Hill Genesis was selected as the Developer in March 2021 following a procurement process using the GLA's London Development Panel 2 procurement framework. Reserved Matters Applications were submitted for the sites in January 2022 and start on site is expected to be later in the year.

[Bromley By Bow](#)

The Bromley by Bow site is identified in the LLDC Local Plan as a new District Centre and LLDC is working alongside several adjoining landowners to bring forward this project. The site is in fragmented landownership and has a variety of technical constraints.

To address these challenges a comprehensive Masterplan was jointly commissioned in 2015 by the landowners within the area, led by LLDC, to establish a coherent vision for development of the area. This masterplan was tested against local planning policy and formed the basis for the Bromley by Bow Supplementary Planning Document (SPD), which was adopted by the LLDC in April 2017.

The intention of the masterplan and SPD is to enable phased development to come forward through detailed planning applications within each land ownership, whilst delivering a coherent vision for the area. The site will deliver a mix of uses including c.1700 new homes, employment space, retail, a primary school, community uses, open spaces and the delivery of public realm and infrastructure, including a new junction on to the A12, providing greatly improved connectivity to the wider area.

The first phase of this development, c.900 homes (50% affordable), is on site and being developed by the Guinness Partnership. The remainder relies on the relocation of the Tesco superstore and the completion of the A12 Junctions works, being led by TfL. Discussions are ongoing with TfL and a bid to Homes England for Housing Infrastructure Funding is being considered. The stakeholder group has been re-established to work through both short and longer term public realm interventions.

LLDC owns a small piece of canal frontage land in the northern quarter which will be brought forward once delivery of the junction is resolved and should accommodate approximately 150 homes.

Feasibility Sites

To increase its supply of housing, LLDC has sought to identify additional smaller development plots, beyond the original Legacy Communities Schemes neighbourhoods. These are our Feasibility sites, at Chobham Farm North and the Aquatics Triangle.

Chobham Farm North

LLDC owns a small site adjacent to London and Continental Railway's (LCR) larger Chobham Farm project, which when combined with one of LCR's plots, creates a development parcel of 0.41ha, which is expected to deliver approximately 80 homes. Following agreement of a joint disposal arrangement with LCR, the site was marketed and a sale agreed on an unconditional basis. The sale is expected to complete in early summer 2022.

Aquatics Triangle

The Aquatics Triangle is a small site to the south east of the London Aquatics Centre (LAC), which provides a potential development site of up to 0.5ha. The site is at the junction of Pool Street and Carpenters Road, west of the railway line and north west of the UCL East development site.

The site is currently green parkland and is designated as local open space in the LLDC Local Plan. In addition, the open space contributes to the public open space and Biodiversity Action Plan (BAP) habitat required by the 2007 Olympic and Legacy Transformation planning permission. Although the Local Plan seeks to protect local open space, the local planning policy also promotes residential development in this area where this will provide for strategic housing requirements.

An initial feasibility study was undertaken in 2017. The focus of this study was to address landscape improvements but highlighted a development opportunity by reconfiguring and improving the open space, road and pathway infrastructure.

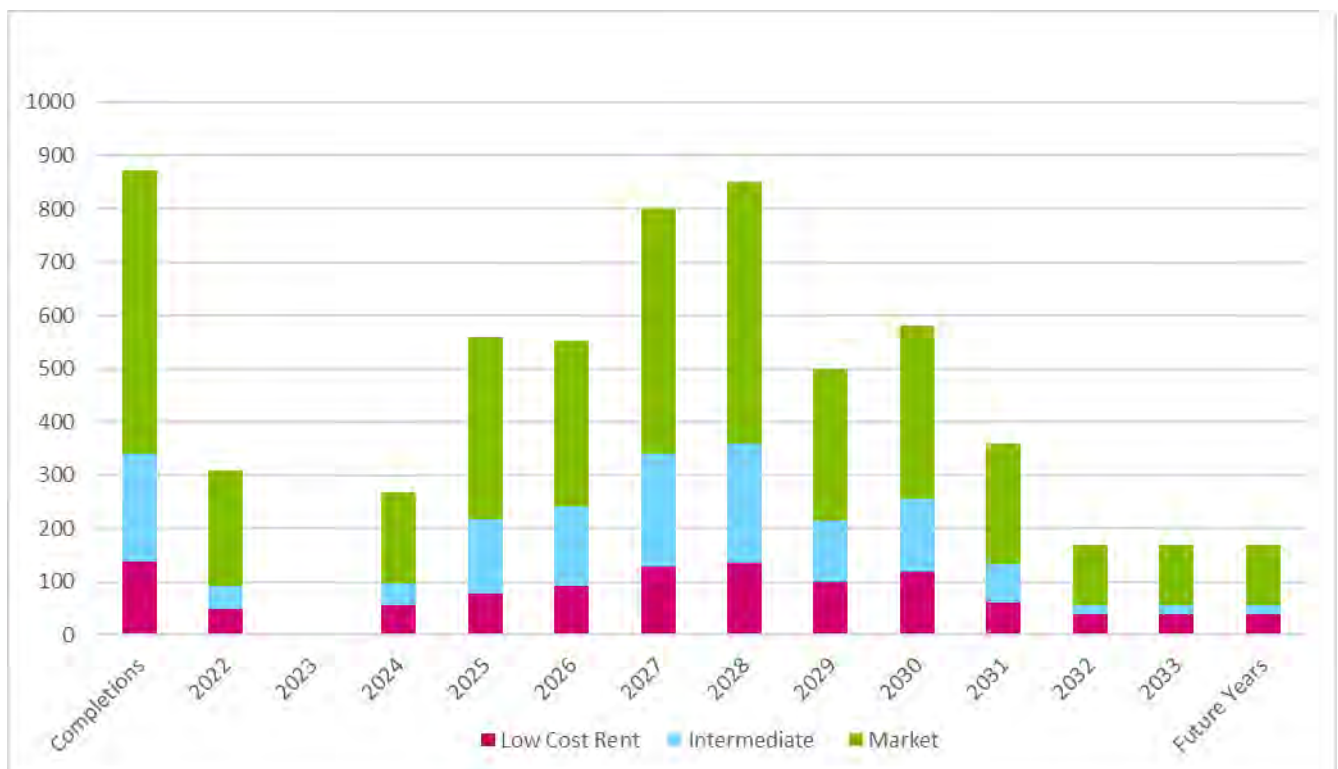
Following a more detailed feasibility study in 2018, including surveys of utilities and ground conditions, LLDC has prepared a brief for a development partner to take forward detailed design, planning and delivery of this site. It is anticipated that the project could deliver approximately 120

new homes, of which 50% would be affordable, along with significant improvements to the public realm.

Viability of the scheme is currently challenging, so a developer procurement launch has been postponed. In the meantime, we will continue to de-risk the project, and monitor cost inflation and interest rates so that a new launch date can be agreed at the appropriate time.

Summary

Overall, the Housing Delivery Programme is set to deliver c.5,855 homes across the Park and MDC area. Significant progress has been made on Chobham Manor and East Wick, where 880 and 302 homes have been completed to date respectively. LLDC is now seeking to accelerate delivery to over 500 new homes a year by 2025 through to 2030, with the overall programme completing by 2035.



LLDC Forecast Housing Completions p.a.

HOW WILL LLDC DELIVER NEW HOMES?

The Queen Elizabeth Olympic Park neighbourhoods will be delivered by strong partnerships between LLDC and developers, achieving commercial value and capital receipts, whilst also ensuring that ambitious high-quality design, accessibility and sustainability standards are set and met throughout the development lifecycle. The planning and delivery strategy for each site will be project specific, with a full analysis of the options submitted at Business Case stage. The summary below sets out the currently approved strategy for specific sites, and the guiding principles and considerations for future projects.

Planning Strategy

LLDC's baseline strategy has been to secure outline planning permission on its landholdings prior to disposal. This is to add value by de-risking the project for potential developers, whilst embedding high-quality design and appropriate parameters within the planning approval.

In 2012 LLDC secured outline planning consent for 6,800 homes as part of the LCS, which also provided the framework for the procurement of development partners for Chobham Manor, East Wick and Sweetwater. Each development partner is responsible for subsequent applications for Reserved Matters Approval (RMA) as well as compliance with, and the discharge of relevant planning conditions and obligations.

A similar planning strategy is being implemented for LLDC's Portfolio Sites. Outline consent was obtained for the residential development at Stratford Waterfront in July 2019 and now forms the basis for development partner procurement.

For Pudding Mill (which comprises Pudding Mill Lane and Bridgewater) and Rick Roberts Way, LLDC is required to submit planning applications for both these sites by 31 December 2021 with the intention to achieve a greater residential floorspace than the original LCS planning permission, in order to make up as much as possible the housing capacity which has now been superseded by the East Bank developments.

LLDC procured masterplanning teams for the two Pudding Mill sites in Summer 2019 and submitted outline planning applications for the component sites in 2021. In parallel, the procurement process for the selection of a Joint Venture partner for Stratford Waterfront and Bridgewater was launched in October 2020 and is due to conclude with Contract Award in Summer 2022.

Rick Roberts Way is in the joint ownership of LLDC and LB Newham, and we have jointly commissioned an Urban Design and Landscape Framework (UDLF) in order to support future separate planning applications on the site. The UDLF also includes the adjacent gasholder site to be brought forward by St William (a joint venture between the landowner, National Grid, and Berkeley Homes). s.43

A Business Case for the delivery of the LLDC housing element of Rick Roberts Way has been approved by Investment Committee and Board. This recommended procuring a development partner who would then be responsible for the submission of a detailed planning application, rather than LLDC masterplanning first. Given the scale of the development, this is considered to be more cost effective. s.43

For Hackney Wick, LLDC led a masterplan for the area comprising LLDC owned sites, as well as those owned by third parties. The objective of the Hackney Wick Central Masterplan was to provide a

planning framework for coordinated development across sites in multiple land ownership and to secure key connections and public realm. The masterplan informed an outline planning application which was granted consent in March 2019. All detailed RMAs, including those of third-party landowners, will be submitted under the outline permission.

A similar approach has been taken at Bromley by Bow which is also in multiple ownerships. A joint masterplan was commissioned in 2015 to coordinate development across the area. However, unlike Hackney Wick, the masterplan did not result in an outline planning application, but instead provided the basis of an SPD which was adopted in 2017. All development proposals will now be assessed against the SPD.

For the Feasibility Sites, LLDC will not seek to obtain planning permission prior to developer partner procurement and obtaining consent will be the responsibility of developer partners. This approach is driven by a combination of factors including the smaller scale development at both the Aquatics Triangle and Chobham Farm North sites, as well as site specific requirements which warrant developer input into the design.

The Aquatics Triangle is a constrained site in a prominent location within Queen Elizabeth Olympic Park, adjacent to the London Aquatics Centre. The approach is therefore to procure a development partner first, using the Stage 1 design information and a Planning Brief or supporting letter from PPDT. The developer will then be responsible for detailed design and obtaining planning consent, ensuring that the design addresses the requirements of Planning Policy BN.5 of the Local Plan - Proposals for Tall Buildings.

The Chobham Farm North site is a joint scheme with the adjoining landowner, London Continental Railways (LCR). Because of the small size of the combined site and interface with LCR's land, the cost of obtaining outline planning permission prior to developer procurement was not justified and the intention is for the selected purchaser to obtain all planning consents.

Enabling Infrastructure

QEOP and the surrounding areas are dissected by a variety of both natural and man-made barriers. Some of these 'barriers' add value, such as the rivers and canals, and LLDC has invested heavily to ensure that the impact of the area's industrial past is addressed through improved connectivity, bringing the area back to life.

LLDC have also invested significant sums in the early delivery of social infrastructure to support housing delivery. Social Infrastructure is vital to successful neighbourhoods and the LCS planning consent includes schools, nurseries and health centres and community facilities. Whilst these facilities are sized to meet the needs of our developments, they have been strategically located within the context of existing facilities in the area and on the edges of the Park so that existing communities can also benefit.

To attract families to the area LLDC made a strategic decision to construct and open the three schools some 4-6 years earlier than required by the LCS planning permission. Mossbourne Riverside Academy (a 3FE primary school with nursery) in East Wick opened in September 2016; the Bobby Moore Academy is an all-through school with 2FE primary school at Sweetwater which opened in September 2017; and a 6FE secondary school with sixth-form opened in September 2018 on the Stadium Island.

LLDC is now working with the Clinical Commissioning Group and relevant developer partners on the delivery of the health centres which will be located in Sweetwater and Pudding Mill Lane.

Connections between existing communities and the new developments is the final strand of this enabling infrastructure. It will stimulate greater investment and allow access to the range of opportunities on the Park.

Movement through the area is, at times, fragmented and access to and from certain areas from key transport nodes can be convoluted. Many of the key routes are already in place but are either overused, no longer fit for purpose requiring upgrade, currently not used due to security or safety reasons, or new infrastructure needs to be installed to facilitate or improve key connections across the area.

Enhanced links will help to create a vibrant network of new communities, improve Public Transport Accessibility Levels (PTALs) for new and existing residents and will help to make key links safer for all users.

LLDC has identified the key Priority Connectivity Projects which will help to support the delivery of our new homes, where it can be pro-active in leading or supporting delivery prior to Transition (see Appendix 2).

To deliver these projects, funding is being secured through a variety of channels including, but not limited to, S106 / CIL contributions collected by LLDC as Local Planning Authority, key stakeholders (GLA, TfL, Network Rail, etc), private developers, LLDC partner developers, boroughs and Homes England. Over the last 12 months, funding has been secured to carry out a feasibility study for improvements to Wick Lane Junction with the A12, and delivery of several strategic infrastructure projects including the realignment of Pool Street, improvements to Westfield Avenue and temporary public realm improvements to Pudding Mill Lane in advance of the ABBA theatre opening, the E48 bridge at Bridgewater, and to continue the design development of Marshgate Lane North.

s.43
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This forms an integral part of our Housing Delivery Plan, to ensure that our new neighbourhoods are well connected, safe and energy efficient.

Delivery Strategy

Each project is different and so a one size fits all approach is not appropriate. Local factors and constraints make individual projects unique, each with different problems to solve. These issues need to be assessed and addressed from the outset and continually reviewed throughout to ensure that the proposed approach is still the most deliverable.

Balancing Objectives

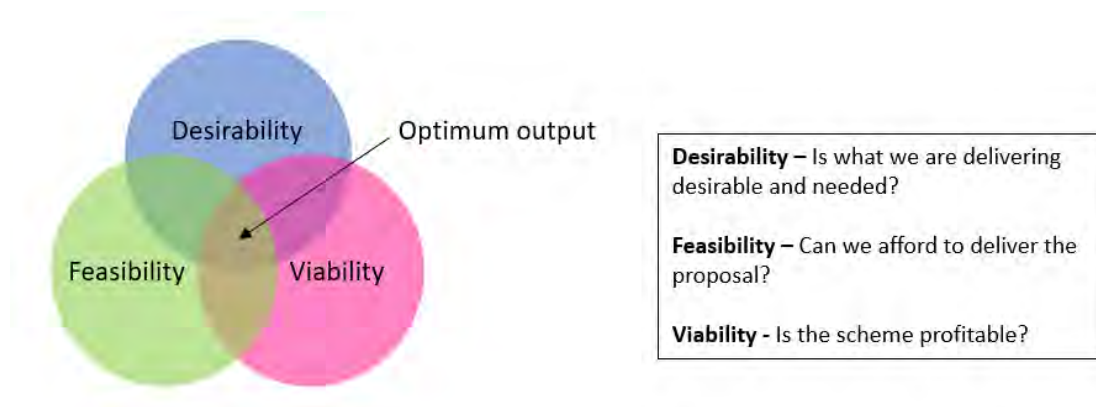
The diagram below represents a summary of all the objectives commonly held by each of LLDC’s housing sites. Three themes have emerged:

- To be market leading through the Priority Themes, the Great Estate Principle and provision of family housing;
- Deliver at least 50% affordable housing, on sites not already under contract;
- Deliver profitable and commercial schemes for the benefit of LLDC and partners.



There are challenges in achieving all elements of these three objectives, and an appropriate balance will need to be agreed for each site at the time of procurement.

Total value is not the only driver to a project being successful. Factors to consider include availability of finance, market demand from developers, buyers and occupiers for the product, placemaking and overall viability. There are three primary factors or tests which should be considered concurrently and referred to at every stage of a project - **Desirability, Feasibility** and **Viability**.



Regular review of each project is particularly important in the post-COVID-19 environment, to assess and respond to fluctuating or changing market factors. LLDC may need to be adaptable in its approach in order to deliver new homes and sustainable communities for the future. However, this will be framed against four key factors:

- Retaining an element of control over what is delivered;
- Ensuring that strategic obligations are met;
- Ensuring funding is available; and
- Ensuring that returns are aligned, where possible, with LLDC’s Long Term Model.

Feasibility / Viability Reviews

Associated with the above, LLDC has a strict viability review structure, to not only ensure all factors influencing a project are regularly assessed and scrutinised to deliver the optimum scheme, but also to ensure that the longer-term financial outputs are aligned with Corporate objectives.

As part of this, market transactions are regularly reviewed, and site-specific evidence collated across all areas to provide a record of the financial inputs and informed reasoning behind the financial analysis. Financial modelling is updated at key milestones within the project programme, to sense check these assumptions at each stage and ensure the approach remains robust and deliverable.

Viability Gateway Reviews are undertaken at strategic milestones throughout the design development and delivery of projects to ensure that the project still meets Corporate aspirations and that progress can be monitored and regularly reported back to Board and the GLA.

To ensure that LLDC’s pricing is in line with the local area, and as part of the financial modelling process, comparable evidence is used to inform our pricing strategy. This database is regularly updated and used in conjunction with Viability Gateway Reviews to ensure that pricing is maintained at rates that are aligned with those being achieved around the Park.

Affordable Homes Programme 2021-2026

At the end of 2020, the GLA launched its new Affordable Homes Programme (AHP) 2021-26. This changes the way in which local authorities and housing associations can apply for grant on residential development schemes. The new Programme runs from 2021 to 2026, with a two-year overlap with the old Programme. The new Programme only allows for applications to be made on any uplift in affordable housing above the baseline set by the extant planning consent or a baseline viability position, i.e. only in respect of “Additionality”.

Under the new Programme, only Registered Providers are able to bid for Affordable Housing Grant. There is no longer be a Developer Led Route or a Fast Track Route. As such LLDC is not eligible to apply for Grant on individual Projects but has successfully secured an Indicative Allocation of £67.67m for Stratford Waterfront, Bridgewater, Pudding Mill Lane, Rick Roberts Way and the Aquatics Triangle, against which our future Registered Provider partners will be able to bid.

Within the new Programme, only Social Rent (SR), London Living Rent (LLR) and the new model of Shared Ownership (SO) tenures are eligible for grant. As a result, LLDC has amended its schemes which were previously to include London Affordable Rent.

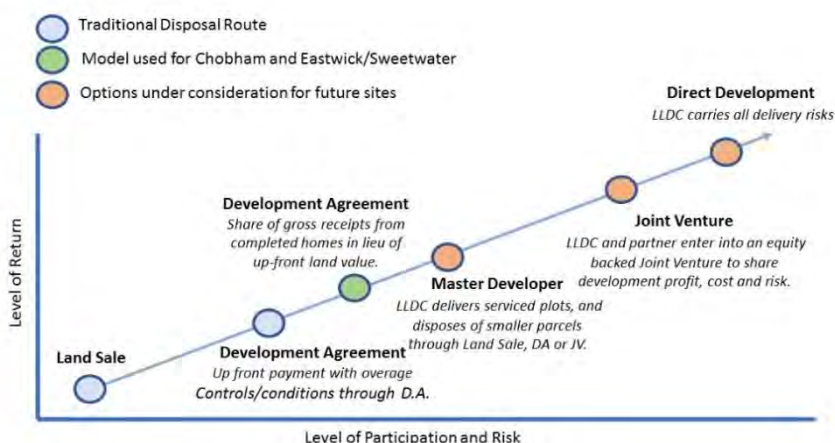
Social Rent homes funded under the new Programme will have the right to convert to Shared Ownership; and the Mayor of London has said that any Long Leasehold Properties will generally be expected to be granted on 999-year leases. Changes to the model form of lease for Shared Ownership proposed by Central Government will enable buyers / occupiers to purchase a minimum of 10% of the property initially and staircase in 1% increments, along with more repairing obligations on the landlord. These changes will impact on the approach of Registered Providers (RPs) and the valuation of these assets. The implications of these changes on LLDC’s Estate Management Strategy is being reviewed.

Delivery Structures

LLDC will continue to work towards achieving its Vision by requiring its development partners to demonstrate how they will meet LLDC’s aims and objectives through the procurement process: meeting the requirements of the GLA Responsible Procurement Code; using balanced evaluation criteria to ensure that design quality, accessibility and sustainability are taken into consideration in choosing development partners; and including appropriate obligations in planning consents, development agreements and other contractual arrangements.

The delivery structure adopted for each individual project needs to reflect the level of involvement and control required by LLDC to ensure that the strategic objectives of design quality, accessibility, sustainability, employment creation and long-term value capture are met. Whilst some of these will be embedded within the planning consent, planning alone does not give adequate levers to drive the pace of delivery, which must be enforced through the contractual arrangements.

There are a range of contractual mechanisms LLDC could employ to govern the relationship between it and a development partner. Each varies in terms of the level of participation/risk and potential level of return, as outlined in the figure below:



For both Chobham Manor and East Wick and Sweetwater, LLDC has entered into Development Agreements, receiving a share of receipts from completed homes at the point of sale. By deferring payment, higher land value receipts have been generated, and LLDC has realised the benefit of investment in strategic infrastructure such as connections, public realm and schools, but at a slow pace over which LLDC has had limited control. This contractual arrangement is well suited to smaller,

single phase developments, but does not afford sufficient flexibility to deal with policy and market changes over the life of a longer-term multi-phased development.

The Long Term Model therefore assumes that for the larger sites LLDC will enter into Joint Ventures, increasing the level of participation and influence, alongside the level of risk and return.

For certain other sites, where LLDC's land interest is very small, or part of a larger third-party development project, it is likely that delivery will be through a land sale to an adjoining landowner or developer.

For each site, the delivery route is assessed at Business Case stage to ensure that the most appropriate arrangement is recommended. A key factor in selecting an appropriate route is to achieve the required receipt target in the Long Term Model, meet the public-sector objectives (including delivering genuinely affordable housing and LLDC's Priority Themes), embed the lessons learnt across GLAP and LLDC's existing development sites and present a clear and coherent offering to the developer market.

Typically, in order to define a procurement strategy for each site, LLDC reviews the individual site requirements (project scope), seeks market feedback on the opportunity (soft market testing), defines the requirements (procurement brief) and then drafts a full procurement strategy. Each delivery option / procurement strategy considers four key criteria:

Financial Flexibility	<ul style="list-style-type: none"> - Ability to share in future value growth - Scope for LLDC to invest into the development
Risk and Resourcing	<ul style="list-style-type: none"> - Ability for LLDC to transfer construction risk - Ability for LLDC to transfer sales risk - Ability for LLDC to limit its future resourcing risk
Control	<ul style="list-style-type: none"> - Ability to retain an interest in shaping the scheme throughout implementation - Ability to impose positive obligations on its development partner(s) - Ability to impose ongoing landowner standards for design and other standards
Procurement	<ul style="list-style-type: none"> - Scope to run an expedited process - Ability to progress larger sites in phases

Each disposal route is considered in more detail below.

Land Sale

A traditional Land Sale Agreement requires the Developer to pay a land premium upon draw down of the land or on a deferred basis. The land premium is defined as a fixed sum within the sale agreement. Once the land is sold, the landowner relinquishes control to the purchaser. Such an arrangement would typically also include overage provisions, linked to the quantum of development ultimately delivered and end sales values.

The advantage of this structure to LLDC is that it would agree a fixed lump sum payment on disposal of the land, hence avoiding future sales risk. This approach also avoids a resource intensive procurement process, as the traditional land sale is not captured by the Public Procurement Regulations.

A land sale could be undertaken through an option agreement, whereby the disposal would be conditional upon detailed planning permission being achieved, at which point the land would be transferred. Payment could be delayed until the completion of the scheme, but the price would be fixed at the outset.

A deferred land payment (or series of payments) should have a significant benefit, in terms of the overall land value, as a deferred payment structure will have significant benefits for the developer, in terms of peak capital expenditure, financial risk exposure and Return on Capital Employed (ROCE).

However, whilst a deferred payment (at the end of the development period) would generate a higher land receipt compared to an upfront payment, this would create a risk to the LLDC of not receiving its land payment in the event that the developer becomes insolvent, or is unable to complete the development. A funder is likely to require a first charge over the land in order to recover its investment, in which case the LLDC would have no control under the land sale agreement to guarantee its payment.

The LLDC would also have no control over the design and delivery of the site, other than through the planning process. The regeneration objectives would be less likely to be achieved, with no contractual conditions in terms of design quality and delivery timescales being imposed on the developer.

This route is therefore only appropriate for our smaller sites, where our land will be combined with other much larger landownerships, and where the regeneration benefits are secured through planning policy, such as the SPD at Bromley by Bow.

Development Agreement

A Development Agreement (DA) is effectively a Conditional Sale Agreement with a development partner. The agreement transfers the development risks of cost increases and value decreases to the developer, whilst providing LLDC, as landowner, a 'guaranteed' land receipt.

A DA enables a greater degree of control in comparison with a Land Sale, through the imposition of positive delivery obligations or a detailed specification. This route enables the LLDC to achieve several objectives, which would not be possible through the planning process alone, for example:

- The ability to specify how the developer procures its design team, e.g. having an architect that specialises in the design of tall buildings;
- The opportunity to approve designs before they are submitted for planning, to ensure that they achieve the right balance in terms of the LLDC's design, regeneration and commercial objectives;
- Specify how space is to be designed, used and managed.

However, LLDC's experience of procuring and managing large scale, multi-phased developments under Development Agreements has shown that ultimately the risks of slow delivery and decreased viability still flow back to LLDC, albeit, indirectly. Whilst the developer has the 'right' to develop, the contractual arrangements are never strong enough to 'enforce' development.

Furthermore, the constraints of a Public Procurement process to secure the developer leave little flexibility to renegotiate terms at a later date to reflect genuine policy or market changes. This often results in 'stalled' developments. However, LLDC will continue to use Development Agreements for its smaller single-phase sites, such as Hackney Wick Central, which are less likely to be impacted by market and policy changes post-contract.

Where appropriate, this will be through the GLA's London Development Panel (LDP2), which is a single-lot framework of 29 well-established developers, house builders, contractors and Registered Providers who have been selected through a rigorous competitive procurement process.

The Panel offers comprehensive development and construction services, providing a streamlined and efficient method for selecting development partners. In summary, LDP2:

- Is a framework for residential-led development to support the Mayor of London's ambition to accelerate housing development;
- Can be used for both development and construction opportunities in Greater London;
- Is available free of charge to certain public landowners and RPs who sign an Access Agreement with the GLA;
- Can offer a quick and efficient means of selecting a development partner in comparison to other procurement methods;
- Offers a comprehensive range of development services;
- Can deliver cost savings through the Panel's defined Mini-Competition process and standardised set of Call-off Contracts;
- Offers flexibilities around how Panel Members can bid in Mini Competitions.

The LDP2's principal advantages are its speed and early focus upon developers' proposed solutions. It avoids the often-time-consuming assessment of track record and financial standing at early procurement stages - these elements having already been tested.

However, the principal weakness with the LDP2, in our opinion, is that it limits the market that could compete for LLDC's sites. This is particularly so where a more complex commercial structure is pursued, for example, the establishment of a corporate Joint Venture. Whilst it should also reduce the amount of legal negotiation, as it adopts a standard template contract, our experience at Hackney Wick has been the opposite, where the template documents have required significant amendment to suit the project.

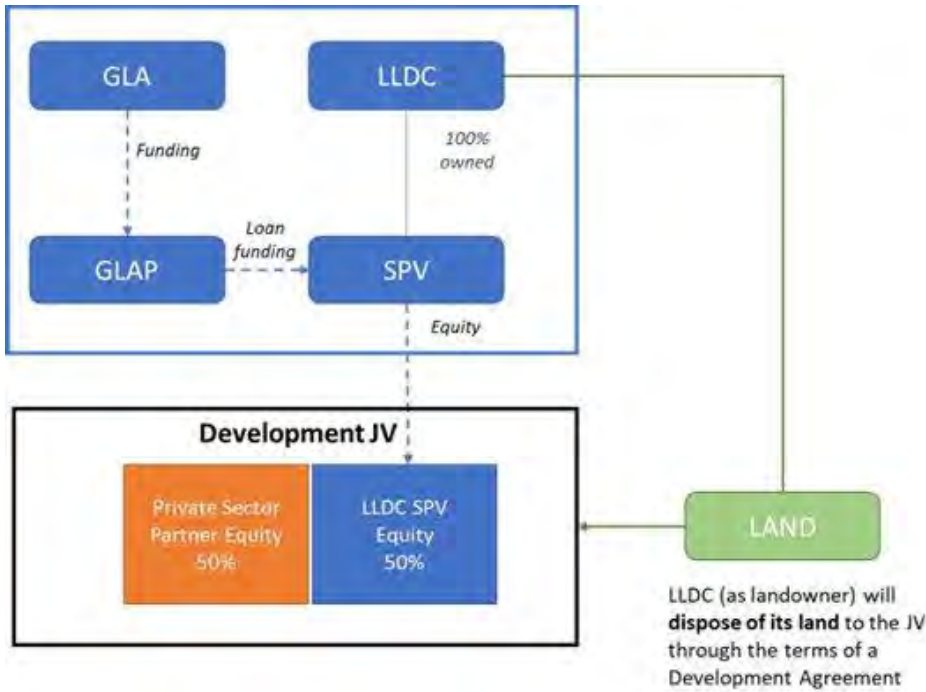
The current London Development Panel (LDP2) expires in August 2023 and procurements must be complete with contracts signed by that date, which limits its suitability for our sites being launched in 2022.

Joint Venture

A Joint Venture (JV) approach provides more direct control and transparency, through LLDC being a partner in the JV. It also affords more flexibility to a long-term, multi-phased development to amend the Business Plan, should that be required to reflect changes in policy and/or market.

LLDC has approval from the Mayor of London to enter into a Joint Venture with a development partner for Stratford Waterfront and Bridgewater. GLAP, on behalf of GLA, will provide loan funding to an LLDC wholly owned Special Purpose Vehicle (LLDC SPV). This SPV – Stratford East London Developments Ltd (SELD) - was incorporated in April 2021 and is now ready to enter into the Joint Venture with our selected partner.

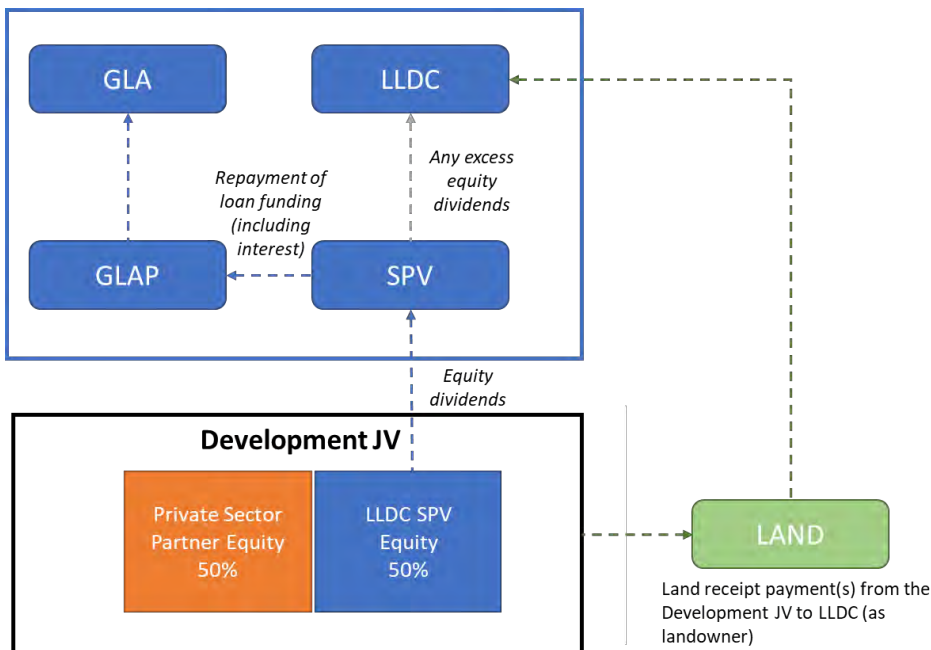
The approved funding structure is summarised in the diagram below, showing the flow of funds into the Development Joint Venture:



Loan funding into SELD will consolidate into the LLDC Group accounts and, therefore, be counted against LLDC's borrowings limit.

LLDC, in its capacity as landowner, will enter into a 'light' Development Agreement with the JV and dispose of its land through the grant of head leases of the sites. Land will be drawn down once consent of the parties has been secured, through fulfilling conditions such as demonstration of funding and achieving satisfactory Reserved Matters consent.

The diagram below shows the flow of funds back from the Development JV to LLDC (as landowner), SELD and ultimately back to the GLA:



Through this structure, LLDC receives both land value, and a share of development profits to its subsidiary SPV (SELD), enabling it to capture some of the ‘value uplift’ created from its wider investment in the Park and surrounding areas. The model creates a situation where the public sector has a vested interest in not just the affordable housing and visionary elements of the project, but in the true commercial success of the project, and shares a significant portion of the risk, and therefore should give substantial comfort to bidding partners.

This structure is proposed for both Stratford Waterfront/Bridgewater and for Pudding Mill Lane.

Master Developer

LLDC is already undertaking a master developer role through the Legacy Communities Scheme. LLDC (and its predecessor bodies) has provided much of the Park infrastructure in terms of the District Heat Network, site wide utilities, green infrastructure, and social infrastructure such as schools and nurseries.

To date LLDC has parcelled each development plot into large phases - Chobham Manor (c.880 homes) and East Wick and Sweetwater (1,850 homes), which are then sub-divided into phases by the development partner. Under a Master Developer role, LLDC would release smaller plots to the market, taking responsibility for the delivery of shared site infrastructure to enable smaller serviced plots to come to market. These plots could be as small as one dwelling house or as large as a whole sub-phase, c.200 homes.

This approach could create challenges, as it would require a significant increase in funds and in procurement activity of partners, and also exposes LLDC to a greater level of construction risk. However, this risk would be balanced by: firstly, a significant ability to exert control over the pace and quality of delivery; secondly, increased financial return per hectare sold; and thirdly, an expanded market of potential development partners and even groups of owner occupiers. Finally, it would be a mechanism of negating some of the planning delivery restrictions between sites imposed on the Portfolio Sites.

LLDC does not have the equity funding or borrowing capacity to enable it to do this, so it has been discounted from our delivery strategies to date.

Direct Delivery

Whilst direct delivery could provide LLDC with a greater financial return, LLDC does not have the equity funding or borrowing capacity to enable it to do this, so this delivery route has been discounted from our Housing Delivery Programme. The Mayor of London’s Manifesto noted an objective to undertake a review of how housing is delivered across the GLA group and has committed to establish a City Hall developer to directly deliver homes.

The Kerslake Review, published in March 2022, sets out how the Mayor’s proposals for a City Hall developer can be implemented over two phases. He confirms that a City Hall developer could provide additional development capacity to the sector, to help ‘close the gap’ on future housing supply and would provide greater certainty that the Mayor’s objectives are prioritised. In the first phase, the report recommends expanding and strengthening the GLA’s housing delivery functions to include increased land acquisition and assembly, an expanded in-house development management function, a more unified approach to small sites delivery, and greater risk-sharing and genuine partnering with London’s existing affordable housing sector. At the same time the groundwork will be laid for a second phase of direct delivery. We will continue to monitor and review the emerging strategy to streamline housing delivery across the GLA family and adapt our strategy as necessary.

Summary

At present, it is anticipated that the following delivery structures will be used:

Development Site	Homes	Delivery Structure	Delivery Structure Approved	Status	Start on Site	PC
Chobham Manor	880	Development Agreement (share of gross receipts)	Yes	Onsite, nearing completion	2015	2022
East Wick and Sweetwater	1850	Development Agreement (share of gross receipts)	Yes	Onsite, Phase 1 complete, Phase 2 to start on site in 2022	2019	2035
Stratford Waterfront and Bridgewater	1200	Joint Venture	Yes	Procurement nearing completion	2024	2030
Pudding Mill Lane	950	Joint Venture	Yes	Outline Planning Application submitted, Business Case approved, procurement to commence in 2022	2026	2031
Rick Roberts Way	450	Development Agreement (upfront land value, plus overage)	Yes	Business Case approved, procurement to commence in 2022	2025	2028
Hackney Wick Central	190	Development Agreement (upfront land value, plus overage)	Yes	Procurement complete, to start on site in 2022	2022	2026
Aquatics Triangle	120	Development Agreement (upfront land value, plus overage)	Yes	Procurement launch date to be confirmed	2025	2028
Chobham Farm North	80	Land Sale	Yes	Marketed and offer accepted	2022/23	
Bromley by Bow	150	Land Sale	TBC	Feasibility stage	2024/25	

WHEN WILL LLDC DELIVER NEW HOMES?

The programme on page 63 shows the overarching Delivery Programme for LLDC's Housing Projects, extending to 2035.

It has been agreed that transfer of LLDC's planning powers back to the local boroughs will occur by 31 December 2024. Whilst the LLDC Local Plan will remain the extant Planning Policy Document at the point of Transition, this will be superseded by each borough's Local Plan as and when they are adopted and become the relevant Development Plan for the area. It will therefore be important that LLDC works with the individual boroughs in the run-up to Transition, so that they are fully informed of the background to the projects and the planning position. For Rick Roberts Way and the Aquatics Triangle site, it is likely that planning applications will be determined after Transition of planning powers and will therefore be considered against the most recent adopted Development Plan which may be the London Borough of Newham's. With this in mind, it should be noted that the London Borough of Newham is currently undertaking a Local Plan Refresh and following consultation and Issues and Options consultation in December 2021 is due to start public consultation on the Draft Local Plan in Summer 2022. The existing planning policy context is therefore subject to change which adds some additional planning risk to projects.

The remaining LLDC functions are expected to be undertaken by a 're-set' Mayoral Development Corporation with a revised boundary, re-constituted Board and governance structure: this is subject to Mayoral approval which is being sought in early 2022/23. From 2025 onwards, and this will include the ongoing management of LLDC's development projects. The delivery programme aims to ensure that each project has a robust delivery strategy and contract in place before Transition, so that the Legacy can be continued in a coherent way.

Ongoing Monitoring and Reporting

It is important that LLDC closely monitors progress against the delivery programme and that issues which may impact on delivery are highlighted at an early stage.

Reporting will be through existing mechanisms:

Internal Reporting

Each project reports on progress, risks, issues and milestones on a bi-monthly basis through the Execview reporting tool. This information is summarised in dashboards at the Directorate level and a Corporate Dashboard which goes to each Board meeting.

The Board also receives regular updates on major developments through the Chief Executive's update to Board and specific papers on developments seeking decisions or updating on progress. Corporate risks and issues, including housing risks, are summarised on the Corporate dashboard and the Corporate Risk Register is reviewed at each Audit Committee and by the Board annually (see Risk and Issues section below).

In addition, as part of the Housing Delivery Plan, a Housing Delivery Dashboard is produced for regular submission to Board. The latest Housing Delivery Dashboard as at June 2022 is attached at Appendix 3.

This Dashboard can also be used to provide up to date information to Planning Decisions Committee, the Borough Transition Group, and Growth Borough Partnership, as required. The Board also receives regular updates on LLDC's Major Projects, which includes reporting on Rick Roberts Way, Pudding Mill Lane, Stratford Waterfront and Bridgewater, and the District Heating Network.

Public Reporting

LLDC produces a quarterly report in public, which reports progress against public milestones across all our developments, along with narrative, risks and issues and financial information. This is held on LLDC's website and submitted to the Board and London Assembly.

GLA Reporting

LLDC also reports with detailed housing statistics to the Homes for Londoners Board on a quarterly basis.

More recently, LLDC has also started reporting to the Mayor's Policy and Delivery Unit (MPDU) which is a monthly report to the Mayor of London monitoring progress and key risks on major affordable housing and physical delivery projects.

Project Close Out

Chobham Manor will be the first of the LLDC housing development projects to complete and be closed out. This will include:

- Financial close (general review and check of receipts)
- Review of documentation
- Handover information
- Defects management process
- Lessons learned
- Review of communication protocol (residents / Estate Manager / LLDC)

Risks and Issues

There are a number of Strategic Programme Risks to LLDC's Housing Delivery Plan which must be considered throughout delivery. These are attached at Appendix 4, along with details of the mitigation strategy.

These can be broadly categorised as follows:

Market Changes

Policy, economic factors and the market's response to these, is always changing. LLDC needs to closely monitor changes and be flexible to changes which may be required. This is especially so now as we move into post COVID-19 recovery, and with rapid price inflation. Each Annual Update to the Housing Delivery Plan will reflect on the most recent and forecast changes.

Site Specific Constraints

A clear and detailed understanding of each site and its constraints, at an early stage, is essential to ensuring that our masterplans are deliverable. Upfront investment in robust due diligence is built into individual project budgets, so that clear mitigation plans can be developed, and if necessary, delivered ahead of development.

Planning

There are a number of significant planning deadlines that must be met, both by LLDC and our development partners. In addition, where LLDC is responsible for securing planning permission, the Transition of planning powers from LLDC to the Boroughs by December 2024 provides an additional

deadline for securing outline planning consent and/or Reserved Matters approval. s.43

A preference for full pepper-potting of market and affordable tenures has been raised by the LLDC Planning Decisions Committee and has been identified as the key planning risk on recent East Wick & Sweetwater and Hackney Wick schemes. There is no specific planning policy for pepper-potting across all tenures, either within the LLDC Local Plan or Host Borough policies, and it has not been possible to find examples of successful pepper-potting elsewhere. Developer feedback through soft market testing indicates issues around service charge, management, ability to raise finance and impact on viability. As a result, LLDC encourages, but does not oblige, development partners to deliver pepper-potting in LLDC schemes. However, as noted previously, LLDC does require schemes to be tenure blind. It is anticipated that this issue will continue to be raised as a concern during planning determination and therefore LLDC advises development partners of this risk during the procurement process and works closely with the developers through the planning process.

Programme

Our delivery programmes have many drivers, but there are particular deadlines that bring more risk to our projects than others. The first is the programme for Planning Transition. Where sites do not yet have planning consent, there will be increased uncertainty regarding the Planning Policies against which an application is to be determined as we approach December 2024. To mitigate this risk, we are responding to the Borough's Call for Sites, and will continue to respond on their emerging Local Plans, to add greater clarity on our sites.

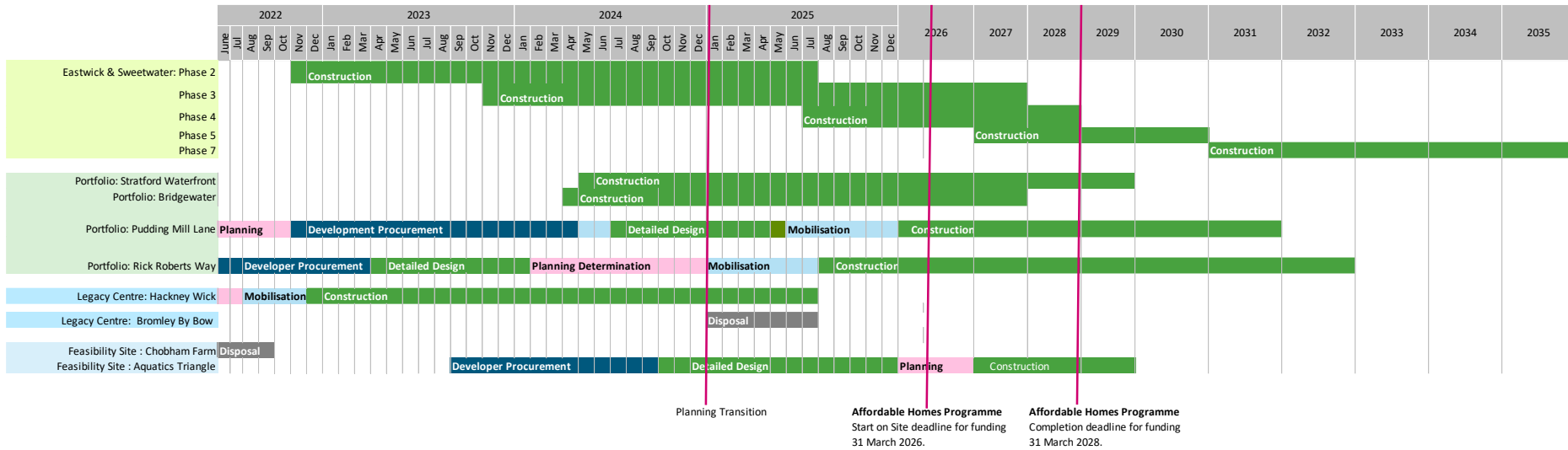
The second is the Affordable Homes Programme Start on Site Deadline (31 March 2026) and Completion Deadline (31 March 2028). These dates relate to grant funded affordable housing only, so we continue to monitor programmes, and will seek to adjust delivery phasing as necessary to ensure that the grant funded homes are delivered early in the programme where possible.

Financial Impact

All of these risks and issues could negatively impact on LLDC's Long Term Model, whether this is due to delays, cost increases, or reduction in receipts. The negative impact of one project can adversely affect the others, as our borrowing capacity reduces accordingly. The new Affordable Homes Programme requires a start on site by March 2026 to be eligible for grant, which is quite challenging for some of our sites where developers still need to be procured, planning consent needs to be sought and vacant possession of interim uses needs to be secured.

The biggest risk overall is that decisions and actions are not taken in a timely manner and that LLDC does not make sufficient progress prior to Transition. This Delivery Plan will therefore be used as the guiding Business Plan for all our housing developments, with regular review, update and monitoring to ensure success and a lasting housing legacy for the area.

LLDC Housing Delivery Programme



NOT FOR PUBLICATION

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Land Use Management Act, 2012.

Housing Delivery Plan 2020-2025 (2022 update) - Appendix 1

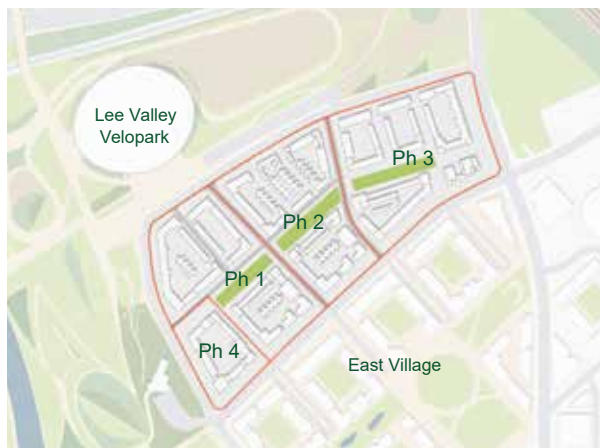
Project Information Sheets

March 2022

CHOBHAM MANOR

Chobham Manor is a family friendly neighbourhood built on tried and tested urban design principles borrowing from the London vernacular. The masterplan was developed around three shared 'greens' incorporating play space, with a wide choice of houses and apartments set within tree-lined avenues and intimate streets. It is now home to a new nursery and a selection of local shops including a food store and a dry cleaners. The Community Centre has been built and is due to open in 2022.

Taylor Wimpey and L&Q formed Chobham Manor LLP and entered into a development agreement with LLDC in 2014. Phases 1, 2 and 3 comprising 719 homes, are complete and the whole neighbourhood of 880 homes will be complete by 2022.



Project Information

Planning Status

All RMAs Approved

Delivery Status

Phases 1+2+3: occupied

Phases 4: due to complete April 2022

Programme

Phase 1	2014-2017
Phase 2	2016-2019
Phase 3	2018-2021
Phase 4	2019-2022

Housing Programme

Legacy Communities Scheme

Delivery Structure

Development Agreement

No. of Family Homes (2 bed+)

2 bed+ 770 out of 880 homes - 87.5%

3 bed+ 526 out of 880 homes - 75%

Affordable Housing

308 out of 880 homes - 35%

Commercial Uses

11 units between 33 sqm and 193 sqm

Community Facilities

nursery-546sqm; community centre-309sqm

Sustainability targets

LLDC Standards 2012

London Plan

Post Occupancy Evaluation

Pilot Study carried out in 2020-21 on Phase 1.

Main Study to be carried out late 2021 onwards on CM phases 2-4 & EWS phase 1.

Design Quality

To meet LLDC's Design Quality Policy (2012)
Inclusive Design Standards

Phase	No of homes	Unit Type				Tenure		
		1B	2B	3B	4B+	market	intermediate	low cost rent
Phase 1	259	27	34	146	52	180	8	71
Phase 2	207	18	31	119	39	169	32	6
Phase 3	253	17	21	174	41	62	95	96
Phase 4	161	48	26	87	-	161	-	-
TOTAL	880	110	112	526	132	572	135	173

EAST WICK & SWEETWATER



Phase	No of homes	Unit Type				Tenure		
		1B	2B	3B	4B+	market	affordable	
							intermediate	low cost rent
Phase 1	302	82	78	142	-	172	112	18
Phase 2	210	54	86	61	4	165	-	45
Phase 3	411	128	168	102	23	292	8	111
Phase 4	373	154	125	81	-	262	36	75
Phase 5	399	143	124	117	-	239	41	119
Phase 6	-	-	-	-	-	-	-	-
Phase 7	164	95	62	15	-	97	8	59
TOTAL	1859	656	643	518	27	1227	205	427

EAST WICK

PHASE 1

Phase 1 represents the first residential part of the comprehensive development of East Wick and Sweetwater which is delivered under Development Agreement between LLDC and East Wick and Sweetwater Projects (a Joint Venture between Balfour Beatty Investments and Places for People). East Wick and Sweetwater will form the second and third LLDC neighbourhoods to be delivered under the LCS. Following the completion of the Mossbourne Riverside Academy, Phase 1 forms the neighbourhood centre of East Wick. It is comprised of 302 residential units with commercial space and landscaping. The first units in Phase 1 are reached Practical Completion in October 2020.



Project Information

Planning Status

Full Planning Approval granted

Delivery Status

302 homes have been completed, with the majority of units now sold or let.

Programme

Phase 1	2018-2021
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Housing Programme

Legacy Communities Scheme

Delivery Structure

Development Management Agreement

No. of Family Homes (2 bed+)

73% of Phase 1 (220 homes)

Affordable Housing

130 out of 302 homes - 43%

Commercial Uses

1,915 sqm of retail; 1,352 sqm of employment

Community Facilities

Nursery

Sustainability targets

LLDC Standards 2012

London Plan

Post Occupancy Evaluation

Main POE study has commenced on EWS Phase 1.

Design Quality

To meet LLDC's Design Quality Policy (2012) Inclusive Design Standards

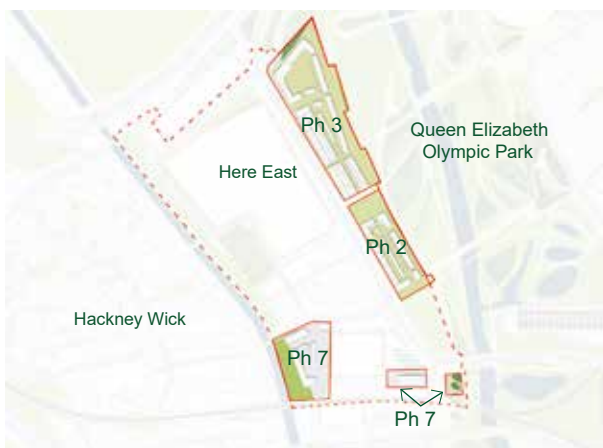
Phase	No of homes	Unit Type				Tenure			
		1B	2B	3B	4B+	market	intermediate	low cost rent	
Phase 1	302	82	78	142	-	67	105	112	18

EAST WICK

PHASE 2, 3 AND 7

Phases 2 and 3 will form a new architectural edge to the North Park with terraces of 4-storey townhouses and apartment buildings. Larger apartment buildings will front Waterden Road, stepping in height from 4 to 7 storeys. A ladder of East West routes is made through the blocks, connecting Waterden Road to the Park with buildings fronting new these new public routes and spaces which creating private residential courtyards between. New neighbourhood play spaces are located at the North and South of the development.

Phase 7 comprises buildings to the East and West of the Copperbox Arena. To the West, new buildings will replace Hackney Bridge and create a new frontage to the canal and Hackney Wick with commercial/workshop uses to the canal and street levels with residential above. To the East, a new residential building creates the Southern edge to East Cross Square and terminates the view looking South along Waterden Rd.



Project Information

Planning Status

Full Planning Permission

Delivery Status

RMAs for Phase 2, 3 & 7 Approved Sept 2022

Programme

Phase 2	2022-2025
Phase 3	2023-2027
Phase 7	2031-2035

Housing Programme

Legacy Communities Scheme

Delivery Structure

Development Management Agreement

No. of Family Homes

2 bed+ 65% of Eastwick Phases 2,3 & 7

3 bed+ 25% of Eastwick Phases 2,3 & 7

Affordable Housing

34% over the whole Eastwick & Sweetwater development, of which 36% social rent, 27% affordable rent, 37% shared ownership

Commercial Uses

414 sqm - retail, 622 sqm - employment space

Community Facilities

Sustainability targets

LLDC Standards 2012

London Plan

Design Quality

To meet LLDC's Design Quality Policy (2012)
Inclusive Design Standards

Phase	No of homes	Unit Type				Tenure			
		1B	2B	3B	4B+	market		intermediate	low cost rent
Phase 2	205	54	86	61	4	70	91	-	44
Phase 3	421	128	168	102	23	194	130	-	97
Phase 7	172	95	62	15	1	98	-	35	39
TOTAL	798	277	316	178	27	362	221	35	180

SWEETWATER

PHASE 4 AND 5

Phases 4 + 5 will form the exciting new neighbourhood of Sweetwater. This new family orientated neighbourhood will include houses and apartments, a Health Centre, a Community Centre and Library, Commercial space and a new Nursery as well as a series of vehicle free 'liveable' streets. To the West of the North South road called Sweetwater Place, a series of 3 blocks form a new frontage to the Canal Park and to Hackney Wick. The community and library facilities will be located north of the site, opposite the White Building on White Post Lane. To the East of Sweetwater Place, 3 courtyard blocks form new East West Streets of family houses fronting either a mews or a new vehicle-free Liveable Street. To the North a new Health Centre will form street frontage to Carpenters Rd, with 3 residential buildings above. The Southern tip of Sweetwater is formed of a courtyard block of apartment buildings and houses with a new nursery, all arranged around the playing fields of the Bobby Moore Academy.



Project Information

Planning Status

Outline Planning Approval granted

Delivery Status

RMAs were recommended for approval by the Planning Decisions Committee in November 2021. Decision notices have been received.

Programme

Phase 4	2024-2027
Phase 5	2026-2029

Housing Programme

Legacy Communities Scheme

Delivery Structure

Development Management Agreement

No. of Family Homes

2 bed+ 60% of Sweetwater Phases 4 & 5
3 bed+ 26% of Sweetwater Phases 4 & 5

Affordable Housing

34% over the whole Eastwick & Sweetwater development, of which 36% social rent, 27% affordable rent, 37% shared ownership

Commercial Uses

407 sqm - retail, 309 sqm - employment space

Community Facilities

Health Centre, Community Centre, Library

Sustainability targets

LLDC Standards 2012

London Plan

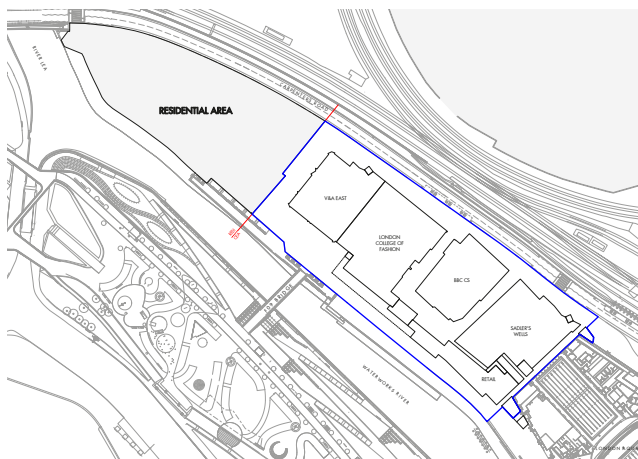
Design Quality

To meet LLDC's Design Quality Policy (2012)
 Inclusive Design Standards

Phase	No of homes	Unit Type				Tenure			
		1B	2B	3B	4B+	market		intermediate	low cost rent
Phase 4	360	154	125	81	-	255	PRS	72	33
Phase 5	384	143	124	117	-	29	234	35	86
Total	744	297	249	198	-	284	234	107	119

STRATFORD WATERFRONT

Stratford Waterfront is a new 591 homes neighbourhood that will enable some of the world's leading cultural and educational institutions to reach out into the London boroughs that hosted the London 2012 Olympic and Paralympic Games. This important legacy investment will be the largest cultural investment in London since the Festival of Britain and the Southbank. It will also add a significant number of new homes, retail space, a high-quality public realm and additional cultural/ community spaces that extend the Park's reach while inviting residents and visitors alike to participate in an exciting cross-pollination of culture, education and research. The residential development sits at a pinch point, creating new links to the west Park. The ground floors maximises active uses, in the form of retail/leisure uses, along building frontages and on block corners to create continuity with its cultural neighbours.



Project Information

Planning Status

Outline Planning Approval Granted

Delivery Status

JV Partner procurement due to conclude spring 2022

Programme

Phase 1	2024-2027
Phase 2	2024-2028

Housing Programme

Portfolio Site (Linked with Pudding Mill, Bridgewater and Rick Roberts Way)

Delivery Structure

Joint Venture

No. of Family Homes (2 bed+)

circa 314 out of 591 homes (minimum 51%)

Affordable Housing

207 out of 591 homes - 35%

Commercial Uses

Up to 2200sqm GEA

Community Facilities

-

Sustainability targets

LLDC Standards 2012 / RIBA 2030 / LETI
London Plan / BREEAM

Post Occupancy Evaluation

Developer to carry out POE on phase completion

Design Quality

To meet LLDC's Design Quality Policy (2019)
Inclusive Design Standards

Phase	No of homes	Unit Type					Tenure		
		Studio	1B	2B	3B	4B+	market	intermediate	low cost rent
Total	591	77	200	266	39	9	384	207	0

BRIDGEWATER

Bridgewater is a car-free, family neighbourhood set within the southern peninsula of Queen Elizabeth Olympic Park (QEOP). The masterplan was developed around a number of permeable triangular courtyards, which exploit key connections to the Waterworks River, Greenway and Manor Garden Allotments. It creates defined and well activated routes between QEOP and Stratford.

575 high quality homes will be provided within a range of typologies, from townhouses, to duplexes, to lateral apartments. The scheme delivers minimum 50% affordable housing by habitable room. The homes will front onto play streets and local scale community spaces to create active and playable routes around the site.

The single site access via the E48 Bridge is to be re-provided, alongside opening up the embankment and tow path to the north-east of the site.



Project Information

Planning Status

Outline Planning for Bridgewater Triangle and Detailed Planning for supporting Infrastructure works submitted August 2021

Delivery Status

JV Partner procurement due to conclude spring 2022

Programme

Enabling works (E48 Bridge) 2024, Phase 1 2025-2028, Phase 2 2026-2029

Housing Programme

Portfolio Site (Linked with Stratford Waterfront, Pudding Mill and Rick Roberts Way)

Delivery Structure

Joint Venture (with Stratford Waterfront)

No. of Family Homes (2 bed +)

c. 304 of 575 units - minimum 51%

Affordable Housing

Minimum of 50% by hab. room (minimum 30% Low Cost Rented by unit)

Commercial Uses

433sqm of local retail space

Community Facilities

212sqm community space

Sustainability targets

LLDC Standards 2012 / RIBA 2030 / LETI New London Plan / BREEAM

Post Occupancy Evaluation

Developer to carry out POE on phase completion

Design Quality

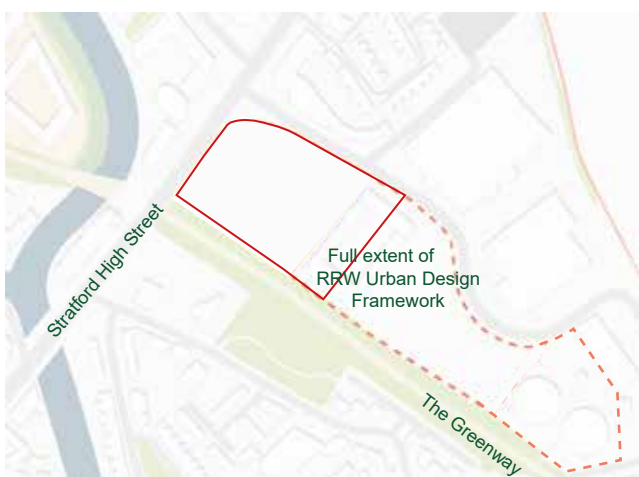
To meet LLDC's Design Quality Policy (2019) Inclusive Design Standards

Phase	No of homes	Unit Type				Tenure		
		1B	2B	3B	4B+	market	intermediate	low cost rented
TOTAL	575	271	148	156		310	177	88

RICK ROBERTS WAY

Rick Roberts Way site is located along Stratford High Street, between the Greenway and Rick Roberts Way and adjacent to a future LBN secondary school and 6th form. The LLDC site will have a high proportion of affordable and family homes as well as some retail and community uses.

An Urban Design and Landscape Framework for the wider neighbourhood of RRW has been jointly developed by LLDC, LBN and St William (adjacent landowners), with the aim of delivering a cohesive, mixed neighbourhood with a unique identity influenced by its uses and its diverse surroundings: the High Street, the Conservation Area, current industrial uses, and green infrastructure formed from the area's industrial heritage. It will be an landscape-led, inclusive lifetime neighbourhood integrated around a new secondary school and a network of open spaces. Located next to the Greenway and Cycle Superhighway 2, and near the Channelsea Path, the site has excellent pedestrian and cycle links and can become an exemplar for active and sustainable travel.



Project Information

Planning Status

Outline consent for approximately 400 homes as part of LCS planning consent.

Delivery Status

Developer Procurement to start in 2022

Programme

Overall	2025-2028
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Housing Programme

Portfolio Site (Linked with Stratford Waterfront, Bridgewater and Pudding Mill)

Delivery Structure

Development Agreement

No. of Family Homes (2 bed+)

231 homes out of 453 - 51%

Affordable Housing

326 homes out of 453 - 72%

Commercial Uses

up to 550sqm (use class A1-A5)

Community Facilities

c.230 sqm

Sustainability targets

LLDC Standards 2012

New London Plan

LETI, RIBA 2030

Post Occupancy Evaluation

Developer to carry out POE on phase completion

Design Quality

To meet LLDC's Design Quality Policy (2019)

Inclusive Design Standards

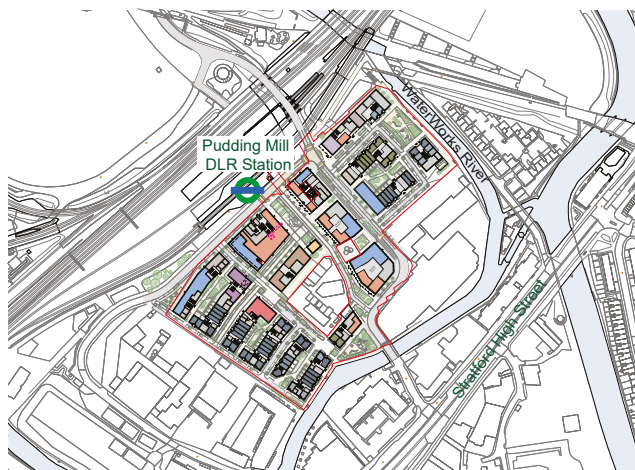
Phase	No of homes	Unit Type				Tenure		
		1B	2B	3B	4B+	market	intermediate	low cost rent
TOTAL	453	221	96	136	-	127	163	163

PUDDING MILL LANE

Portfolio Site
Neighbourhood Centre Site

pudding Mill Lane is a c.5 hectare site located to the south of Queen Elizabeth Olympic Park (QEOP) between Pudding Mill Lane DLR station and Stratford High Street. The masterplan is being developed to deliver new homes, a new and sustainable local centre and an employment hub alongside new public open spaces and social infrastructure. The regeneration of Pudding Mill Lane will be the gateway to the South of QEOP, and will provide links to Stratford High Street, Sugar House Lane and Bromley By Bow.

The masterplan will deliver c.950 new homes with 45% as affordable by habitable room, as well as c.38,000 sq m of employment space, retail and community uses.



Project Information

Planning Status

Outline Planning submitted December 2021

Delivery Status

Developer Procurement to start 2022

Programme

Overall	2025/2026 - 2032/2033
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Housing Programme

Portfolio Site (Linked with Stratford Waterfront, Bridgewater and Rick Roberts Way)
Neighbourhood Centre Site

Delivery Structure

Joint Venture

No. of Family Homes (2 bed +)

c.616 homes out of 948 - minimum of 51%

Affordable Housing

c.377 out of 948 homes - 45% by hab. room
(minimum 30% Low Cost Rented by unit)

E Class Uses

46,000 sqm including workspace, retail, community and leisure uses.

Community Facilities

Medical Centre, Pharmacy, Nursery and Community Floorspace

Sustainability targets

LLDC Standards 2012 / RIBA 2030 / LETI
New London Plan / BREEAM

Post Occupancy Evaluation

Developer to carry out POE on phase completion

Design Quality

To meet LLDC's Design Quality Policy (2019)
Inclusive Design Standards

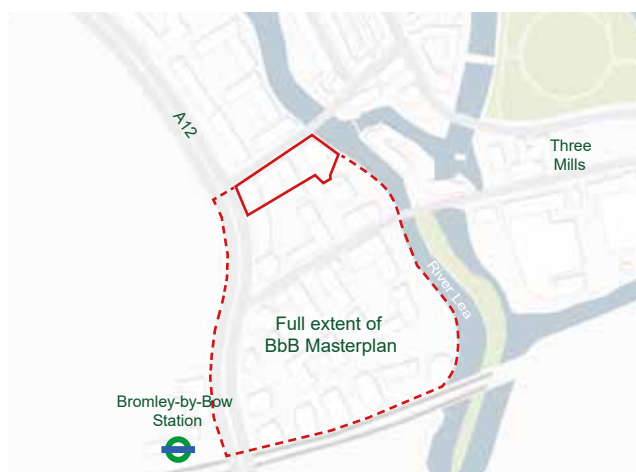
Phase	No of homes	Unit Type				Tenure			
		1B	2B	3B	4B+	Market	Intermediate	Low Cost Rented	
TOTAL	948	332	435	181	-	571	222	40	115

Indicative mix based on illustrative scheme.

BROMLEY BY BOW

Bromley by Bow is a site which sits in the northern quarter of the wider Bromley by Bow SPD area. The site sits between the River Lea to the East and A12 to the West. Subject to planning the indicative scheme could deliver c.152 homes on LLDC's land of which 35% + will be affordable and more than half will be 2 bed + family units.

Key objectives of the wider masterplan include delivery of a new neighbourhood centre, normalisation of the A12 with the installation of a new junction, improved connectivity towards Three Mills and Pudding Mill Lane and activation of the canal frontage.



Project Information

Planning Status

Supplementary Planning Guidance for wider masterplan

Delivery Status

Pre-application discussions

Programme

Overall	2024/2025
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Housing Programme

Neighbourhood Centre Site

Delivery Structure

Land Sale

No. of Family Homes (2 bed +)

76 homes out of 152 - c.50%

Affordable Housing

53 out of 152 homes - 35%

Commercial Uses

-

Community Facilities

-

Sustainability targets

LLDC Standards 2012

New London Plan

Design Quality

To meet LLDC's Design Quality Policy (2019)
Inclusive Design Standards

Phase	No of homes	Unit Type				Tenure		
		1B	2B	3B	4B+	market	intermediate	low cost rent
TOTAL	152	tbc	tbc	tbc	tbc	99	37	16

HACKNEY WICK

Hackney Wick comprises 3 mixed use blocks on LLDC land north and south of the new award winning Hackney Wick Station, and will deliver approximately 190 new homes. The scheme will be crucial to the delivery of the north-south pedestrian route, including the public realm to the south of the station. The project vision is for a high quality scheme that draws on the unique character of Hackney Wick, and makes a major contribution to the creation of a neighbourhood centre. The buildings will include creative low cost workspace at the ground floor and other business and retail spaces, that will contribute to a vibrant street scene. The scheme is currently at RIBA Stage 3B.



Project Information

Planning Status

Outline Planning Approval granted
RMA submitted January 2022

Delivery Status

Developer Appointed 2021
Start on site anticipated Q4 2022

Programme

Overall	2022-2026
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Housing Programme

Neighbourhood Centre Site

Delivery Structure

Development Agreement

No. of Family Homes (2 bed +)

50% of all homes 2-bedroom or larger

37.5% of all Affordable Housing 3-bedroom homes

Affordable Housing

78 homes - 42% (50% by hab. room)

Commercial Uses

Ground floor business & retail, including low cost workspace

Community Facilities

Hub 67 community space will need to be re-provided, if not provided in time on plot LM

Sustainability targets

LLDC's Sustainability Guide

New London Plan

LETI, RIBA 2030

Post Occupancy Evaluation

Developer to carry out POE on phase completion

Design Quality

HW Central Masterplan and Design Code

LLDC Design Quality Policy (2019)

Inclusive Design Standards

Design Quality Management Protocol

Phase	No of homes	Unit Type				Tenure		
		1B	2B	3B	4B+	market	intermediate	low cost rent
TOTAL	190	80	75	35	-	113	46	31

AQUATICS TRIANGLE

The Aquatics Triangle is located on the edge of the WaterWorks River, between the London Aquatics Centre (LAC) and new UCL East Campus. The site location presents an opportunity to develop a high quality residential development on the Park and near the amenities of the Stratford Metropolitan Centre, whilst improving the setting of the LAC and UCL East campus by significantly improving the public realm, to create well-defined spaces which form part of the Park.



Project Information

Planning Status

No planning permission in place- feasibility stage

Delivery Status

Developer Procurement to start 2022

Programme

Overall	2024/2025-2026/2027
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Housing Programme

Feasibility Site

Delivery Structure

Development Agreement

No. of Family Homes

2 bed+ 60%

3 bed+ c.30 homes out of 120 - 25%

Affordable Housing

50 homes out of 120 - 42% (50% by hab. room)

Commercial Uses

335 sqm retail

Community Facilities

Sustainability targets

LLDC Standards 2012

New London Plan

LETI, RIBA 2030

Post Occupancy Evaluation

Developer to carry out POE on phase completion

Design Quality

To meet LLDC's Design Quality Policy (2019)

Inclusive Design Standards

Phase	No of homes	Unit Type				Tenure		
		1B	2B	3B	4B+	market	intermediate	low cost rent
Phase 1/Total	120	48	42	30	-	70	24	26

CHOBHAM FARM NORTH

Chobham Farm is a family neighbourhood spanning between Queen Elizabeth Olympic Park and Stratford Town Centre. Chobham Farm North forms a strategic northern edge to this neighbourhood mediating between the scales of East Village and Leyton. It responds to the overall masterplan by creating a new green link between Drapers Field and Stratford Centre. Strung along this route is a series of semi-public mixed use courtyards. Non-residential uses are used to create active frontages onto this route and mediate the topography along the railway line. The massing responds to its varied urban condition and gives a new legibility and definition to Liberty Bridge Road. The site is jointly owned by LLDC and LCR



Project Information

Planning Status

No permission in place

Delivery Status

Disposal Route Approved.

Programme

One Phase	2022-2025
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Housing Programme

Feasibility Site

Delivery Structure

Land Sale

No. of Family Homes

2 bed+ 74% indicative

3 bed+ 30% indicative

Affordable Housing

50%

Commercial Uses

c.800 sqm

Community Facilities

Sustainability targets

New London Plan

Design Quality

To meet LLDC's Design Quality Policy (2019)
Inclusive Design Standards

Phase	No of homes	Unit Type			Tenure		
		1B	2B	3B+	market	intermediate	low cost rent
TOTAL	81	21	33	27	41	40	

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 2002.

Housing Delivery Plan 2020-2025 (2022 update) Appendix 2 - PRIORITY CONNECTIVITY PROJECTS (May 2022)

No	Project	Delivery Organisation	Funding (Required)	Funding (Available)	Funding Sources	Delivery date
1	Bromley By Bow – A12 Junction	TFL	s.43		S106 / LBTH	TBC
2	Roach Point Bridge link to Hackney Wick Station	Developer	-	-	S106 / Developer	2022
3	H14 Bridge between Hackney Wick and Park	LLDC / Developer	(SIW)	(SIW)	LLDC Capital	2022
4	Carpenters Bridge between IQL and SWFT	LLDC	s.43		LLDC Capital	2022
5	Stratford Station Carpenters Entrance	LUL	s.43		S106 / LBN / LUL	2025
6	Sugar House Lane to Bromley By Bow Bus Bridge	Developer	-	-	Developer	2025
7	Sidings Intersection Link	LLDC / Newham	s.43		S106	2022
8	Stratford Walk	LLDC	s.43		LLDC Capital / S106	2023
9	SWFT Carpenters Road Cycle Provision	LLDC	s.43		LLDC Capital	2023
10	Pudding Mill Lane Interim Public Realm	Newham	s.43		S106	2022

11	Pudding Mill Lane Marshgate Lane North Link to QEOP	LLDC	s.43		CIL	2024
12	Stratford Station North Eastern Entrance to Angel Lane	Developer / NR	-	-	S106 / Developer	2025
13	QEOP North / South Link Road (SIW)	LLDC / Developer	s.43		LLDC Capital	2022
14	Westfield Avenue (PR and Cycling)	LLDC / Newham	s.43		S106 / Newham	2025
15	Pool Street Realignment	LLDC / Developer	s.43		S106 / CIL	2024
16	Bridgewater Bridge (E48)	LLDC / Developer	s.43		LLDC Capital	2024
17	Pudding Mill Lane / Bridgewater Greenway connection	LLDC	s.43		TBC	TBC
18	Wick Lane A12 Junction	TFL / NR	TBC	TBC	TBC	TBC
19	Marshgate Lane High Street Link and Bus Bridge (Bow Vision)	TFL	s.43	TBC	TBC	TBC
20	Cycle Programme	Various	s.43		CIL	2022- 2023

Housing Delivery Plan: LLDC Land

Housing Delivery Plan 2020-2025 (2022 update) – Appendix 3

Progress Report End Date: June 2022- Delivery Dashboard (part 1 of 3)

Latest Progress
 LLDC successfully secured an Indicative Allocation of funding under GLA's new Affordable Homes Programme for a combined total of £67.67m across five sites (Stratford Waterfront, Bridgewater, Pudding Mill Lane, Rick Roberts Way and Aquatics Triangle).
 At Chobham Manor construction works on Phase 3 has now completed with Phase 4 scheduled to complete in early June 22. All of Phase 3 units have sold and the affordable units handed over to L&Q. Phase 4 unit sales are progressing well with around 141 units now sold. **s.43**

At East Wick, 302 homes have been completed, of which 112 are shared ownership and 18 social rent or affordable rent. Phase 1 is now sold out with commercial lettings at the scheme ongoing. The mobile garden has been relocated to the south of the lower tier on Hackney Bridge and LLDC Development, Regen and POV colleagues are working with Hackney Bridge to agree the garden's proposed layout and operations. **s.43**
 Early works (hoarding/tree removal) to Phase 2 of the scheme is scheduled to start in June 22.

Procurement at Hackney Wick has been concluded and LLDC has obtained the necessary approval to appoint Notting Hill Genesis (NHG) as a development partner. LLDC/NHG are also in the process of finalising the Hackney Wick Development Agreement and it is anticipated that it will be signed in June 22. The associated IC and Board papers were approved in February and March respectively.

Stratford Waterfront Residential & Bridgewater Triangle Procurement has concluded with the selection of a Preferred Bidder. This was approved at Board on March 15th, with unsuccessful tenderer's informed. The E48 Bridge Application was approved at May 22 PDC. June PDC is currently targeted for the BWT OPP. It is assumed that the Development Agreement / JV Agreement will not be executed until the Bridgewater outline application has been approved, however if there is a further planning delay beyond June, it may be possible to agree with the Preferred Bidder that contracts are awarded 'at risk' - prior to the planning consent being received.

At Pudding Mill Lane, the scheme is rated as Amber to reflect the complexity of project and its interdependencies. A Planning Submission was made on December 21, and initial discussions relating to S106 agreement have commenced with Planning Committee anticipated in July 22.

At Rick Roberts Way (RRW), the project is now ranked as Amber as the procurement is progressing towards development partner route. EMT approval has been gained to launch the competition to find a development partner for RRW, however it is now unlikely LLDC's PPDT will determine the planning application for RRW. The Heads of Terms with LBN for the Land Swap are now agreed but producing the final legal documents has been delayed by the requirement to resolve the SWFT UU.

At the Aquatics Triangle, a decision has been made to delay procurement launch to select a Development Partner, until the viability improves.

Homes (Proposed , Under construction and Completed)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent	278	428	-	83
	London Affordable Rent	116	-	-	25
	Affordable Rent	241	-	-	83
Intermediate	*Intermediate tenure type not confirmed	-	262	-	-
	London Living Rent	37	79	-	37
	London Shared Ownership	557	342	-	210
Market	*Market tenure type not confirmed	1,055	-	-	-
	Open Market Sale	1,137	1,218	68	571
	Open Market Rent	105	-	-	105
Total		3,526	2,329	68	1,114

Strategic Issues	Description	Mitigation
Delivery of Eastwick and Sweetwater (Later phases)	s.43	

Strategic Risks	Description	Mitigation
	s.43	

Project	Major Milestones	Expected Date	Rating
Chobham Manor	Chobham Manor all 880 units built and occupied	June 2022	GREEN
Eastwick and Sweetwater	Phase 2 (PDZ5) - Construction complete	June 2025	AMBER
	Phase 3 (PDZ4) - Construction complete	July 2027	AMBER
	Phase 4 (PDZ4) - Construction complete	October 2028	AMBER
	Phase 5 (PDZ5) - Construction complete	May 2030	AMBER
	Phase 7 (PDZ5) - Construction complete	December 2035	AMBER
Hackney Wick Central	Commence construction (Plot K2)	December 2022	GREEN
	Construction complete (all plots and public realm)	February 2025	GREEN
Stratford Waterfront and Bridgewater	Bridgewater planning permission granted	June 2022	AMBER
	Appointment of Joint Venture partner	June 2022	AMBER
	Contract Completion and Governance	June 2022	GREEN
	Bridge E48 Replacement	December 2023	GREEN
	Vacant Possession of SWFT / BW Residential sites	January 2024	AMBER
	Start on site/enabling works at Bridgewater Residential site	April 2024	GREEN
	SWF Residential construction start on site	May 2024	AMBER
	Bridgewater Infrastructure package	December 2024	GREEN
	Bridgewater construction complete	July 2027	GREEN
SWF Residential construction complete	July 2029	AMBER	
Pudding Mill Lane	Approval of revised outline planning submission.	October 2022	GREEN
	PML JV: all governance approvals gained and contract signed	April 2024	GREEN
Rick Roberts Way	Complete Land swap with LBN	July 2022	AMBER
	Developer to submit Planning Application	July 2024	GREEN
Chobham Farm North	Disposal Contract Exchange	June 2022	GREEN

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 By virtue of paragraph 3 of Part 1 of Schedule 12A of the Planning and Compulsory Purchase Act 2004
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Housing Delivery Plan

Delivery Dashboard (part 2 of 3) Progress Report End Date: June 2022

Chobham Manor

- Affordable Housing 34% by unit
- 87.5% of units (770 out of 880 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent	74			74
	London Affordable Rent	25			25
	Affordable Rent	74			74
Intermediate	London Living Rent	37			37
	London Shared Ownership	98			98
Market	Open Market Sale	572		68	504
	Open Market Rent				
Total		880	0	68	812

Eastwick and Sweetwater

- Affordable Housing 34% by unit
- 64% of units (1,191 out of 1,859 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent	204		0	9
	London Affordable Rent	56			
	Affordable Rent	167		0	9
Intermediate	London Living Rent	0		0	0
	London Shared Ownership	205		0	112
Market	*Tenure type not confirmed	1055			
	Open Market Sale	67		0	67
	Open Market Rent	105		0	105
Total		1859	0	0	302

Hackney Wick

- Affordable Housing 50% by Habitable Room
- 52.5% of units (103 out of 196 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent				
	London Affordable Rent	35			
	Affordable Rent				
Intermediate	London Living Rent				
	London Shared Ownership	47			
Market	Open Market Sale	114			
	Open Market Rent				
Total		196	0	0	

Stratford Waterfront and Bridgewater

- Affordable Housing 44% by Habitable Room*
- 53% of units (618 out of 1,166 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent		88		
	London Affordable Rent				
	Affordable Rent				
Intermediate	London Living Rent		79		
	London Shared Ownership	207	98		
Market	Open Market Sale	384	310		
	Open Market Rent				
Total		591	575	0	0

* 50% Affordable Housing across portfolio sites (Stratford Waterfront, Bridgewater, Pudding Mill Lane and Rick Roberts Way)

Housing Delivery Plan

Delivery Dashboard (part 3 of 3) Progress Report End Date: June 2022

Putding Mill Lane

- Affordable Housing 45% by Habitable Room*
- 65% of units (616 out of 948 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent		115		
	London Affordable Rent				
	Affordable Rent				
Intermediate	*Tenure type not confirmed		262		
Market	Open Market Sale		571		
	Open Market Rent				
Total		0	948	0	0

Rick Roberts Way

- Affordable Housing 75% by Habitable Room*
- 51% of units (231 out of 453 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent		163		
	London Affordable Rent				
	Affordable Rent				
Intermediate	London Living Rent				
	London Shared Ownership		163		
Market	Open Market Sale		127		
	Open Market Rent				
Total		0	453	0	0

Aquatics Triangle

- Affordable Housing 50% by Habitable Room
- 60% of units (72 out of 120 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent		26		
	London Affordable Rent				
	Affordable Rent				
Intermediate	London Living Rent				
	London Shared Ownership		24		
Market	Open Market Sale		70		
	Open Market Rent				
Total		0	120	0	0

Chobham Farm North

- Affordable Housing 50% by Habitable Room
- 73% of units (60 out of 83 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent		20		
	London Affordable Rent				
	Affordable Rent				
Intermediate	London Living Rent				
	London Shared Ownership		20		
Market	Open Market Sale		41		
	Open Market Rent				
Total		0	81	0	0

Bromley By Bow

- Affordable Housing 50% by Habitable Room
- 50% of units (76 out of 152 homes) are family homes (2 bed +)

Tenure		Proposed		Under construction	Total Completed
		Consented	Not yet consented		
Low Cost Rent	Social Rent		16		
	London Affordable Rent				
	Affordable Rent				
Intermediate	London Living Rent				
	London Shared Ownership		37		
Market	Open Market Sale		99		
	Open Market Rent				
Total		0	152	0	0

* 50% Affordable Housing across portfolio sites (Stratford Waterfront, Bridgewater, Putding Mill and Rick Roberts Way)

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