

# **CORPORATE PERFORMANCE**

JUL-SEP 2024  
QUARTER 2



**LONDON** LEGACY  
DEVELOPMENT  
CORPORATION

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# INTRODUCTION AND SUMMARY

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

The subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the Queen Elizabeth Olympic Park Strategy to 2025 [here](#): **Inclusive Growth**; **Community and Opportunity**; along with **Supporting Delivery**. Each section includes progress against milestones/measures, commentary on major projects and key risks.



# SUMMARY OF PROGRESS IN THE QUARTER JULY TO SEPTEMBER 2024

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

- The Park was awarded the prestigious Green Flag Award for the eleventh consecutive year.
- Successful completion of summer events programme in the London Stadium and transition to football mode for the start of the 2024/25 Premier League season. Tickets went on sale in this period for Iron Maiden's concert at the London Stadium on 28 June 2025.
- Hosted the successful return of UK Black Pride to the Park.
- Entered into contract with Zip World as the new operator of the ArcelorMittal Orbit.
- The process for the disposal of the Multi Storey Car Park continued
- East Wick and Sweetwater: Phase 2 construction continued and initial Phase 2 homes sales launched.
- Bridgewater Infrastructure works: RIBA Stage 4 design completed.
- Negotiations underway with the highest bidder for the Pudding Mill Lane Joint Venture.
- Stratford Station Carpenters Estate entrance open, ahead of the official opening.
- Publication of the Creating Places That Work For Women And Girls Handbook.
- SHIFT's Future Industries Demonstrator programme is into its final delivery phase, having delivered innovation support to 102 SMEs, and distributed £392,000 in grants. The programme launched its Food Systems Innovation Challenge.
- SHIFT's Urban Frontiers Showcase Space 'making invisible innovation visible' launched at UCL East and will be open until December 2024.
- Successful delivery of the free East Summer School for 243 young people of whom 90% were from the Growth Boroughs.
- Elevate announced the successful bidders for the Elevate Fund for young people and youth invested organisations.
- Sadler's Wells Theatre announced the opening of Sadler's Wells East in February 2025.
- Announcement of a new Chair and CEO for LLDC and plans to move strategic responsibility of the London Stadium to the Greater London Authority.
- Completion of the formal consultation exercises on the new structure for the next phase of LLDC. Statutory Instrument for the Transfer of Planning powers to the Growth Boroughs laid in Parliament.
- Procurement complete and work commenced on a study to quantify the economic benefits of the Park and LLDC's planning function.

## **AIMS FOR NEXT PERIOD**

- Continue to operate a safe and well-maintained Park and the safe and successful operations of the venues.
- Work to commence on the installation of 6,500 square metres of solar membrane panels which will see the Stadium become one of the world's greenest sports and concert venues.
- Sadler's Wells East building completion and hand over to Sadler's Wells.
- Continued construction works for BBC Studios.
- Enter into contract with the preferred bidder for a developer for Rick Roberts Way.
- Continue East Wick and Sweetwater Phase 2 construction and sales.
- Announce Pudding Mill Lane Joint Venture partner.
- Stratford Station Carpenters Estate Entrance official opening.
- Conclude the process to dispose of the Multi-Storey Car Park.
- Publication of the Planning Authority Monitoring report which sets out the scale of work undertaken and the lessons learned across the last 12 years.
- Hold final Planning Decisions Committee. Planning powers to return to the Growth Boroughs on 1 December 2024.
- Resumption of Hackney Wick Central works on site.

## FINANCIAL PERFORMANCE SUMMARY

### CAPITAL SUMMARY

	Actual to Date £000	Budget to Date £000	Year to Date Variance £000	Full Year Forecast £000	Full Year Budget £000	Variance to Budget £000
<b>CAPITAL INCOME</b>						
Development	787	5,487	(4,700)	24,802	28,868	(4,067)
East Bank	3,109	21,365	(18,256)	4,634	42,731	(38,097)
Park Operations and Venues	430	211	219	798	422	376
Commercial Strategy	0	0	0	1,000	0	1,000
GLA Capital Grant	50,239	27,352	22,887	84,703	54,703	30,000
<b>Total Capital Income</b>	<b>54,565</b>	<b>54,415</b>	<b>150</b>	<b>115,937</b>	<b>126,724</b>	<b>(10,787)</b>

<b>CAPITAL EXPENDITURE</b>						
Commercial Strategy	(50)	(75)	25	(7,604)	(6,604)	(1,000)
Construction	(133)	(176)	43	(268)	(352)	84
Development	(4,032)	(17,317)	13,285	(23,966)	(35,432)	11,466
Executive Office	(13)	(12)	(1)	(24)	(24)	0
Finance, Commercial and Corporate Services	(765)	(2,938)	2,173	(1,654)	(5,875)	4,222
East Bank	(46,118)	(47,318)	1,201	(93,005)	(53,637)	(39,368)
Park Operations and Venues	(3,650)	(3,570)	(80)	(8,028)	(5,693)	(2,335)
Regeneration and Community Partnerships	0	(13)	13	(25)	(25)	0
Stadium	(2,072)	(4,490)	2,418	(8,981)	(8,981)	0
Contingency	(2,278)	(3,262)	984	(5,540)	(6,524)	984
<b>Total Capital Expenditure</b>	<b>(59,110)</b>	<b>(79,171)</b>	<b>20,061</b>	<b>(149,094)</b>	<b>(123,147)</b>	<b>(25,947)</b>
<b>Total Net Capital Funding required (GLA)</b>	<b>(4,545)</b>	<b>(24,756)</b>	<b>20,211</b>	<b>(33,158)</b>	<b>3,577</b>	<b>(36,735)</b>

<b>BORROWINGS FROM THE GLA (£000)</b>	
Opening Balance	512,746
Closing Balance - forecast	539,324
Headroom to limit (£550m)	10,676

S106 & OPTEMS balance (£000)	34,887
CIL balance (£000)	15,565

## CAPITAL INCOME

- The **Development** variance relates to previously anticipated capital receipts from Phase 2 of the East Wick and Sweetwater residential development. Sales were launched in July 2024 and reservations are taking place; however, LLDC's share of receipts from each unit sold will not be received until the building leases complete, which are now anticipated in 2025/26. The forecast also includes an expected capital receipt from the disposal of the Multi-Storey Car Park in 2024/25 and Section 106 (S106) and Community Infrastructure Levy (CIL) income for projects including the works at Pool Street; these have corresponding variances on expenditure lines.
- **East Bank** income includes additional contributions from University of the Arts London towards the cost of their building at Stratford Waterfront driven by increases in the anticipated final cost of the building (see expenditure and East Bank section).
- The income forecast in **Commercial Strategy** relates to CIL funding approved for the 'Green Spine' element of the South Park Spaces project; this is offset by corresponding expenditure.
- The GLA has agreed to provide additional **capital grant** to LLDC in 2024/25 to cover pressures on LLDC's borrowings and overall Long-Term Model arising primarily from East Bank (see expenditure and East Bank section).

## CAPITAL EXPENDITURE

- **Commercial Strategy** expenditure relates largely to the digital signage (advertising concession) project, which was launched to the market in June, but also includes expenditure related to the aforementioned CIL-funded element of the South Park Spaces project.
- The underspend in **Development** is largely due to a re-phasing of the expected equity payments to the Stratford Waterfront/Bridgewater Triangle residential development joint venture, where the programme was impacted by macroeconomic challenges and changes to Government statutory guidance on fire safety. The scheme is now progressing, with Reserved Matters planning permission granted for Stratford Waterfront by the Planning Decisions Committee in June.
- The **East Bank** forecast overspend is primarily caused by further building prolongation (arising from poor contractor performance) and additional allowances for settlements with contractors that seek to secure the construction programme and avoid further delays.
- **Park Operations and Venues** includes the cost of lifecycle works across the Park and venues, for example lift maintenance and specialist repainting works at the ArcelorMittal Orbit, and works on the U07 subway connection, which is largely funded by third-party contributions. It also includes costs associated with the relocation of Park operations headquarters, fit-out works at the Stratford Waterfront retail units and the remaining improvement works at 3 Mills Studios, which are funded by CIL and grant from MHCLG.
- **London Stadium** capital expenditure includes provision for lifecycle and maintenance works but also for the installation of the roof solar membrane, a new project that will help to reduce carbon emissions and utility costs at the Stadium and financed by the GLA through the Mayor of London's Green Finance Fund.
- The forecast underspend in **Finance, Commercial and Corporate Services** is related to an expected lower corporation tax liability for the financial year due to slippages in the capital programmes.

## EASTBANK FINANCIAL SUMMARY

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

Building	Full Business Case Budget (FBC) March 2018 £m	Current Baseline Budget (CBB) £m	Total spend to date £m	Anticipated Final Cost (AFC) £m	Variance (AFC - CBB) £m	Movement in Variance to Budget since last quarter
University of the Arts London		226.6	225.8	226.4	(0.2)	(0.1)
V&A		113.4	110.0	114.4	1.0	(0.4)
Sadler’s Wells		132.8	128.8	134.2	1.4	(0.1)
BBC		125.9	109.0	127.1	1.2	(3.8)
Retail		9.2	9.0	9.1	(0.1)	-
Public realm		73.2	71.7	73.8	0.6	(0.4)
Carpenters Land Bridge		9.4	9.3	9.5	-	-
Sitewide contingency		2.9	-	0.2	(2.7)	(0.6)
<b>Stratford Waterfront Total</b>		<b>693.5</b>	<b>663.7</b>	<b>694.8</b>	<b>1.3</b>	<b>(5.3)</b>
LLDC Managed costs		58.1	52.1	58.5	0.4	0.1
<b>Stratford Waterfront Programme Total</b>	<b>470.9</b>	<b>751.5</b>	<b>715.8</b>	<b>753.3</b>	<b>1.8</b>	<b>(5.1)</b>



## Commentary as at 30 September 2024

- The second academic year at the London College of Fashion, which was handed over to UAL in late August 2023, has now commenced. It has taken time to close out the remaining MEP works after the contractor (MJ Lonsdale) went into administration last year, but work is expected to be fully complete by the end of October. The majority of the 14,000 students on the Park are East Bank students from UAL's London College of Fashion and UCL. UCL, which is also part of East Bank but not included in the table above as they self-delivered their building, completed and opened both their buildings for the 2023/24 academic year.
- The V&A were given early access to their building to progress their fit out in November 2023 and their lease was executed at the start of February this year. A small amount of post-handover landlord works relating to security and terrace planter boxes remains, and these are anticipated to complete in the next quarter now that the V&A have appointed a new fit out contractor who can coordinate activities on site, after their original supplier went into administration.
- The Project Manager, Mace, certified Building Completion on Sadler's Wells in mid-October, and the lease with Sadler's Wells is complete. A small amount of landlord works in the building will continue to mid-December.
- The retail units were handed over to LLDC in early June, and then leased to LLDC's wholly owned retail management company, Stratford Waterfront Retail Management Limited. Work to secure a range of high-quality food and beverage tenants is ongoing, and the first leases are expected to be signed imminently.
- The canalside Public Realm opened to the public in August 2023, with the remainder of the Public Realm handed over to the East Bank Management Company (jointly owned by East Bank tenants) on 9 July.
- Despite these successes, the formal handover date of the remaining building, BBC, has slipped further in the quarter, and is now expected around mid-May 2025 (slippage of 3 months on the previous forecast).
- Slippage on the Sadler's Wells and BBC buildings has been caused primarily by poor contractor performance, which has impacted the delivery of both their work and interfacing others. Key contractors have been slow to complete their package designs, which has led to design integration issues between packages, and have struggled to lock-in sub-contractors to resource their work adequately, leading to prolongation. To mitigate the resulting delays out of sequence working has been instructed, but this carries associated risks of complexity and rework. LLDC are working proactively with the relevant contractors to unblock the issues in order to deliver the BBC building as efficiently and cost effectively as possible.
- The reported construction AFC is £694.8m, an increase of £20.2m on last quarter's position. The variance to budget has however decreased by £5.3m due to an increase in the project budget of £25.5m. £0.5m of this relates to partner funded change, with the remaining £25m representing additional funding provided by the GLA in order to allow essential change to continue to be instructed and the project to progress.
- Because of the continued trend of month-on-month increases in the AFC, Mace are required to take all changes to the reported AFC through the project's formal change process. There is therefore a gap between the reported AFC shown in the table above and the 'most likely' outturn (which reflects more accurately anticipated slippage), which is now £713m - £18m higher than the reported AFC and £45m more than the £668m included in budget setting (which was based on the September 2023 most likely forecast). The most likely AFC is £10m higher than last quarter, with the increase primarily caused by a combination of building prolongation (Sadler's Wells c7 weeks and BBC c12 weeks) and increased allowances for the 12-month post-handover period in which LLDC as landlord is responsible for coordinating the resolution of building defects.
- Mace also produce a 'worst case' outturn forecast, which is a construction AFC of £721m reflecting a mid-June 2025 completion date, allowing for potential further prolongation and further contractor settlement risks.
- LLDC continues to work actively with Mace and key contractors at all levels, including senior level engagement to resolve issues and complete the programme as quickly as possible while minimising the final cost outturn.

## REVENUE SUMMARY

	£000					
	Actual to date	Budget to date	Year to Date Variance	Full-year Forecast	Full-year Budget	Variance to Budget
<b>REVENUE INCOME</b>						
East Bank	6	3	3	26	32	(7)
Commercial Strategy	138	1,642	(1,504)	310	3,284	(2,974)
Executive Office	3	3	0	5	5	0
Development	345	434	(89)	934	924	10
Finance, Commercial and Corporate Services	392	166	226	631	331	300
Park Operations and Venues	3,193	3,239	(46)	6,280	6,328	(48)
Trading (see breakdown below)	2,952	3,520	(568)	7,572	7,040	532
Planning Policy and Decisions	604	1,100	(496)	1,212	1,750	(538)
Regeneration and Community Partnerships	549	1,060	(512)	1,609	2,121	(512)
<b>Total Revenue Income</b>	<b>8,181</b>	<b>11,166</b>	<b>(2,985)</b>	<b>18,578</b>	<b>21,815</b>	<b>(3,237)</b>

<b>REVENUE EXPENDITURE</b>						
Communication, Marketing and Strategy	(1,187)	(1,246)	59	(2,493)	(2,492)	(2)
East Bank	(10)	(5)	(5)	(10)	(10)	0
Commercial Strategy	(300)	(578)	278	(465)	(1,156)	690
Executive Office	(1,488)	(1,608)	120	(3,134)	(3,217)	83
Development	(276)	(182)	(94)	(554)	(365)	(189)
Finance, Commercial and Corporate Services	(3,084)	(3,555)	471	(7,396)	(7,110)	(285)
Park Operations and Venues	(5,326)	(5,783)	457	(11,677)	(11,566)	(111)
Trading (see breakdown below)	(3,057)	(2,860)	(197)	(7,087)	(5,719)	(1,368)
Planning Policy and Decisions	(2,331)	(1,782)	(548)	(3,497)	(3,298)	(199)
Regeneration and Community Partnerships	(1,655)	(2,138)	483	(3,938)	(4,275)	337
Stadium	(5,404)	(7,438)	2,033	(16,033)	(14,875)	(1,158)
Contingency	(6,683)	(7,126)	443	(9,448)	(14,253)	4,805
<b>Total Revenue Expenditure</b>	<b>(30,800)</b>	<b>(34,301)</b>	<b>3,501</b>	<b>(65,733)</b>	<b>(68,336)</b>	<b>2,603</b>
<b>Net Revenue Expenditure</b>	<b>(22,619)</b>	<b>(23,135)</b>	<b>516</b>	<b>(47,154)</b>	<b>(46,521)</b>	<b>(634)</b>

<b>TRADING</b>						
3 Mills Studios	(204)	579	(783)	56	1,158	(1,103)
ArcelorMittal Orbit (AMO)	(78)	(128)	50	(256)	(256)	0
Copper Box Arena	128	133	(5)	175	265	(90)
Kiosks	28	33	(4)	60	65	(5)
London Aquatics Centre	(576)	(610)	34	(757)	(1,221)	464
Off Park Properties	20	13	7	45	26	19
On Park Properties	527	489	37	1,094	979	115
Other Trading	45	46	(1)	93	91	2
The Podium	1	171	(171)	94	342	(248)
Timber Lodge Café	4	3	1	(0)	6	(6)
East Bank Retail	0	(68)	68	(118)	(137)	19
<b>Total Trading Net income/(expenditure)</b>	<b>(105)</b>	<b>660</b>	<b>(766)</b>	<b>485</b>	<b>1,320</b>	<b>(833)</b>

## REVENUE INCOME

- Whilst significant progress continues to be made in securing additional commercial income for the Park and venues, including from the digital signage (advertising concession) opportunity that was launched to the market in June, a £3.0m shortfall is forecast in **Commercial Strategy** income in 2024/25 (up from the £1.4m shortfall forecast at quarter 1). This is offset by a risk provision held in LLDC's corporate contingency.
- The additional income in **Finance, Commercial and Corporate Services** relates to bank interest on LLDC's current cash balances, which are currently benefiting from higher interest rates.
- Income in **Park Operations and Venues** is largely from the Fixed Estate Charge, which is paid by commercial and residential occupiers on the Park, as outlined by the LLDC boundary. The variance position reflects Fixed Estate Charge forecast to be £0.4m lower than budget due to delays to completion of East Bank and delays to East Wick and Sweetwater works. This has been offset by secured additional S106 Funding, £0.2m for the Construction Transport Management Group (CTMG) which provide security advice.
- Within **Trading**, income is from rental properties, other venues on the Park (including Riverside East, the London Aquatics Centre and the Copper Box Arena) and other off-Park sites held by LLDC, such as 3 Mills Studios. The current full-year forecast is marginally above the budget; however, this contains risk, particularly concerning 3 Mills Studios where bookings are recovering slowly from last year's writers and actors' strikes.
- **Planning Policy and Decisions** includes income from planning fees, pre-planning advice and Community Infrastructure Levy; however, there are risks to the achievement of some of the income projections due to fewer developments starting on site than expected and lower than expected projections and requests for pre-planning advice.
- **Regeneration and Community Partnerships** income relates largely to SHIFT, the inclusive innovation community that exists at Queen Elizabeth Olympic Park and has secured a grant from The UK Shared Prosperity Fund (UKSPF). It also includes seed funding from the SHIFT founding partners and expected income from memberships and trials on the Park.

## REVENUE EXPENDITURE

- **Commercial Strategy** expenditure includes provision for exploratory works on South Park spaces, with the aim to generate income from these in future years. The forecast spend profile has been reduced due to the risk of not receiving additional sponsorship income from the MSPA strategy.
- The forecast overspend in **Finance, Commercial and Corporate Services** relates to increased external audit fees for 2023/24, which were confirmed by Public Sector Audit Appointments Limited after the budget for this year was set.
- The adverse variance in **Park Operations and Venues** relates largely to utility costs where expected reductions have not materialised due to delays in transferring accounts to venues (timing offset by higher recharges) and handovers to East Bank partners. The full year forecast reflects the trend. It also includes additional spend for technical advice on the Park's surface water drainage infrastructure, which was approved for funding from contingency by LLDC's Corporate Change Board.
- Expenditure within **Trading** includes the operating cost of 3 Mills Studios, which is required to deliver the forecast income. It also includes the budgeted management fees for the operator of the London Aquatics Centre under the new agreement, which began on 1 March.
- The budget and forecast for **Regeneration and Community Partnerships** includes expenditure to be met from the UKSPF grant, SHIFT partner contributions and income from memberships and trials on the Park.
- The **London Stadium** loss is forecast to be net £1.1m over LLDC's budget provision for the year reflecting the latest expectations for Stadium Naming Rights income offset by savings. LLDC holds a central provision in respect of commercial income risks, including Stadium Naming Rights.
- **Contingency** includes a provision for transition costs, the timing of which may be this year or next, depending on when redundancies occur (the majority being forecast in the current year).

## REVENUE SAVINGS AND EFFICIENCIES

LLDC has delivered a significant amount of savings and efficiencies in previous years and has incorporated £2.0m of additional income and savings built into the 2024/25 budget – an update on performance against this is provided below.

	2024/25		
	Target £000	Forecast £000	Variance £000
<b>ADDITIONAL INCOME</b>			
Park Operations and Venues	289	289	-
Trading	608	607	(0)
<b>Total Additional Income</b>	<b>896</b>	<b>896</b>	<b>(0)</b>
<b>EXPENDITURE SAVINGS</b>			
Communication, Marketing and Strategy	236	235	(0)
Executive Office	281	356	75
Finance, Commercial and Corporate Services	321	321	-
Park Operations and Venues	161	130	(31)
Trading	155	200	45
<b>Total Expenditure Savings</b>	<b>1,153</b>	<b>1,242</b>	<b>89</b>
<b>Total Additional Income/Expenditure Savings</b>	<b>2,050</b>	<b>2,138</b>	<b>89</b>

- **Income opportunities:** Mainly from events and programmes held on the Park, including photoshoot and film hires, and from new lease agreements on two of LLDC's Trading venues on the Park.
- **Discretionary spend:** Savings built into the budget and delivered include professional fees, IT costs, marketing and reactive maintenance costs. LLDC's discretionary cost base is limited, largely due to savings delivered over previous years. The core costs for LLDC's significant deliverables ahead of the planned changes to the organisation in 2025/26, and the ongoing operation and maintenance of the Park, are relatively fixed; however, LLDC continues to review its budgets each year to ensure ongoing efficiencies in its operations.

# INCLUSIVE GROWTH

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

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

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

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

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

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

**(extract from QEOP Strategy to 2025)**



## PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

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

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
<p>East Bank: UCL East and UAL's London College of Fashion continuing to operate successfully; opening of Sadler's Wells Theatre; handover of V&amp;A and BBC buildings for commencement of tenant fit out ahead of the opening of V&amp;A East and BBC Studios.</p>	<p>University of Arts London's London College of Fashion and the two UCL East buildings are open and operating well. The V&amp;A building was handed over to the V&amp;A for fit out in November 2023 and certified as complete in January 2024. Work is ongoing on construction for the BBC Studios and Sadler's Wells theatre buildings ahead of handover for fit out later in 2024/25, and final public realm and landscaping works.</p>
<p>Successful opening of East Bank retail units.</p>	<p>East Bank retail units have been handed over to the Retail Co with units due open later in 2024/25.</p>
<p>Delivery of East Bank Strategic Outcomes, led by the East Bank partners.</p>	<p>East Bank partners have been working together to deliver benefits through delivering the East Bank Strategic Objectives. The next Impact Report is scheduled to be produced in early 2025. East Bank partners made key contributions to the East Summer School in this period.</p>
<p>Digital signage: Planning consent in place; procurement complete; fabrication progressed.</p>	<p>The Digital Signage business case was approved by Investment Committee on 11 June and planning has been submitted for determination in the next period. Procurement review in progress,</p>
<p>Complete 3 Mills Studios procurement and successful mobilisation of sublessee.</p>	<p>Contractual negotiations have continued with the highest placed bidder following procurement for a sublessee of LLDC's long leasehold interest in 3 Mills Studios but if this is unsuccessful LLDC will move to appoint a new managing agent.</p>
<p>Maintain safe and well-maintained Park and attracting visitors: measuring against the estimate of 6.2m visits per annum.</p> <p>Manage and maintain the quality of the Park and venues, including retaining Green Flag status.</p>	<p>LLDC has continued to maintain safe and high-quality Parklands, supported by on Park, web, and social media communications. New footfall counting methodology is in place and data collected in the first two quarters of 2024/25 shows 8.8m visits including 2.6m visits to the Park venues.</p> <p>Green Flag status for the Park was awarded for eleventh year in Q2 2024/25.</p>

## PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

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

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
<p>Operate safe and well-maintained venues, managing new contracts efficiently. Meet contractual target of 1m visits to the London Aquatics Centre. Measure visits to the Copper Box Arena.</p>	<p>From April to September 2024 the London Aquatics Centre had over 543,000 visitors and the Copper Box Arena had over 117,000 visitors in the same period.</p>
<p>Successful reopening of the ArcelorMittal; Orbit with a new operator.</p>	<p>Following procurement it was announced that Zip World have been appointed as the new operator for ArcelorMittal Orbit. More details below.</p>
<p>Support safe delivery of major events including the Stadium programme including: football, summer concerts, Major League Baseball and athletics.</p> <p>Support safe delivery of events, community sports and filming on the Park.</p>	<p>The summer programme of sport, concerts and events has completed at the London Stadium and the venue returned to football mode for the 2024/25 Premier League season.</p> <p>The Park continues to hold commercial and cultural/community events, filming and activations, exceeding income targets and animating the Park.</p>
<p>Continued delivery of the SHIFT innovation district:</p> <ul style="list-style-type: none"> <li>• Grow SHIFT membership to 300 by the end of 2024/25</li> <li>• 215 businesses supported through knowledge transfer</li> <li>• Progress Digital Strategy</li> </ul>	<p>Good progress has been made in the delivery of the SHIFT Innovation District. In this period SHIFT Membership continued to actively recruit enterprises to join the membership community, to the end of September 2024, 219 applicants had been onboarded. Further details are below.</p>
<p>Deliver an effective and responsive planning service: At least 70% of applications determined in time.</p>	<p>This target was exceeded in every month so far this year (April to September 2024).</p>
<p>Deliver Town Planning programme, including Annual Monitoring Report publication.</p>	<p>The Legacy Monitoring Report covering 12 years of LLDC's planning powers is being produced for publication ahead of transfer of planning powers to the Growth Boroughs, and was approved by Board for publication in September.</p>



## COMMENTARY ON KEY INCLUSIVE GROWTH PROJECTS

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

In this period, it was announced that the Park has been awarded the prestigious Green Flag Award for the eleventh consecutive year. The Green Flag Award scheme recognises and rewards well-managed parks and green spaces, setting the benchmark standard for the management of green spaces across the United Kingdom and around the world.

4.6m visits to the Park were recorded in this period. This figure includes just over 1.1m visits to Park venues in this period. In the first 6 months of 2024/25 the Park has had 8.8m visits including 2.6m visits to the Park Venues.

This period saw a number of high profile events on the Park, including: London College of Fashion's UAL Undergraduate Class Show (21 - 24 July); The Line's Discosailing: a ballet on water (27 July). Sadler's Wells' Olympic Watch Party (8 August) and Hip Hop Games (23 August); Dancing City, part of the Greenwich and Docklands International Festival (7 September); London Mural Festival's Map of London (7 September), the London Fire Brigade 9/11 Ladder Climb charity event at the London Aquatics Centre (8 September) British Street Food Awards at Hackney Bridge (13-15 September); Great London Flea Market (15 September); Run to the Future accessible, inclusive run (15 September); and World Halal Food Festival (28-29 September).

This period also saw the return of UK Black Pride, the world's largest pride celebration for LGBTQI+ people of African, Asian, Caribbean, Latin American and Middle Eastern descent, for its third year on the Park (11 August), which attracted circa 12,000 visitors.

In the next period, events on the Park include: International Padel Federation RISE Stratford (9-13 October) London 3 Day Cycling event (25-27 October); Halloween Drag Bingo at Hackney Bridge (31 October); Day of the Dead Festival at Hackney Bridge (2-3 November); Digital Body Festival at Hackney Bridge 15-17 November); Ultimate Tennis Showdown at the Copper Box Arena (6-8 December) and the RunThrough Foundation London Ten, London's first free closed road 10km race (15 December).

Following procurement, LLDC have entered into contract with a new operator for the ArcelorMittal Orbit. Zip World are working with LLDC for a "European first-of-its-kind adventure at Zip World London." The new attraction would be subject to full design and planning processes but aims to add to the existing experiences and provide a new and exciting proposition for city visitors and residents alike and Zip World has plans to invest £2.6m for the venue for opening in early 2025. For more information please see the press release here.

### London Stadium

Events at the Stadium in this period included: the return of the Monster Jam monster trucks event to the Stadium for a third year on 13 July; the return of the London Athletics Meet as part of the Wanda Diamond League series (20 July), which was broadcast live on BBC1, giving great exposure to the sport and the Stadium; and the Wing Fest chicken wing festival on 26-28 July. Work then took place to bring the Stadium back into football mode for some friendly matches ahead of the start of the Premier League season. A video of the Stadium Summer transition from 2023 can be found here. The Stadium has continued to hold West Ham United home matches in this period.



Tickets went on sale in this period for Iron Maiden’s concert at the London Stadium on 28 June 2025 as part of their Run For Your Lives World Tour. Four members of the band were born in the local area and founder member Steve Harris is a West Ham supporter. The concert will be the biggest UK venue the band have ever headlined outside of their festival appearances

It was announced in this period that LLDC and its leadership will no longer have the strategic responsibility for London Stadium through its subsidiary E20 Stadium LLP. From April 2025, this company will become a subsidiary of GLA Holdings Ltd. which is a wholly owned company of the Greater London Authority. The Mayor has announced his intention to appoint current LLDC Chief Executive, Lyn Garner, as Chair of the business from April 2025. Lyn will work with the Stadium’s Chief Executive Graham Gilmore as it continues to deliver world class events for the city.

Preparations have been made for work to commence on the installation of 6,500 square metres of solar membrane panels that will see the Stadium become one of the world’s greenest sports and concert venues. The solar membrane project was the first to receive funding from the £500m Mayor of London’s Green Finance Fund, which offers flexible, low-cost financing to help public sector bodies decarbonise and accelerate London’s transition to Net Zero. The £4.35 million project will enable the Stadium to save more than 200 tonnes of carbon emissions a year and generate enough to power all the venue’s major events. The project is part of a range of measures to reduce energy costs and carbon emissions at London Stadium. These include the solar membranes alongside LED lighting, chiller and air handling improvements and kiosk energy-saving devices, backed up by a campaign to encourage Stadium staff to reduce energy consumption.

### **SHIFT: Inclusive Innovation District**

SHIFT continues to establish and grow; positioning itself as London’s Innovation Catalyst and supporting QEOP to become a national asset for Research and Innovation.

SHIFT Membership is at 219 against a current target of 200 Members now confirmed and on target to meet 300 Members by the end on 2024/25. SHIFT leads regular QEOP Innovation Tours to Members; providing attendees with insight to SHIFT and the innovation and collaboration taking place at QEOP.

SHIFT hosted the Scaling Innovation Event on 11 July at Loughborough University in London at Here East and facilitated three roundtable discussions with innovation experts, followed by a panel discussion. 72 people representing 44 organisations attended the event.

SHIFT’s Urban Frontiers Showcase Space launched at UCL East on 30 July and hosted events across August. The space contains 23 innovation artefacts, half from innovation at UCL, half from SHIFT through the Future Industries Demonstrator (see below) and Membership. The Board will visit the showcase on 20 November.

Future Industries Demonstrator (FID): The FID programme is funded by the UK Government and supported by the Mayor of London. FID is a mission-led scale up programme focused on supporting London-based enterprises who are working on innovative solutions to tackle the climate crisis. It focuses on the real problems that citizens face in east London and the market solutions that, with investment and tailored support, will accelerate our collective transition to Net Zero and fairer economies.

FID provides pioneering start-ups and SMEs with financial backing, as well as linking them to collaborative networks, workspaces and local knowledge resources that give them the best chance to succeed. The FID programme will invest in and support 215 London-based SMEs dedicated to tackling the climate crisis.

FID wrapped up its second cycle, focused on innovation in the Built Environment. Businesses progressed through the eight week accelerator, focusing on market validation, solution ideation, and designing a testable minimum viable produce. Businesses launched their innovation trials on and around the park in July. FID has now moved into its third phase, launching an Innovation Challenge on Food Systems in this period.

So far, FID has reached a total of 102 businesses, delivered 10 events and distributed £392,000 in grant funding to local businesses, alongside support, expertise, networks, and dedicated workspace, on and around QEOP. This includes support to the Hackney Wick and Fish Island Development Trust who have launched The Loop affordable workspace for businesses operating in the Circular Economy.

In October, SHIFT is sponsoring the Global Women Inventors and Innovators Network annual conference and awards ceremony to be held at QEOP. This will see over 200 local and international attendees and female

entrepreneurs/innovators to be recognised for their ingenuity.

SHIFT has successfully pitched and secured QEOP as a 'Location Partner' for two of the UK Government's national innovation Catapults - Connected Places Catapult and Digital Catapult. SHIFT/QEOP will be a Location Partner on the 'Design to Deliver' Programme which supports SMEs to design and deliver innovation trials to help them scale. The themes will be around 'Collective solutions for Wild Urban Places' and 'Informed Choices for Nature Positive Actions.'

SHIFT will be paid as consultants to support in the design of innovation trials alongside 4-6 SMEs. This will be from October to March 2025, as Phase 1 of the project. Then, in Phase 2, the Catapults may select some of the innovation trials to actually be delivered in situ, so there could be further work for us there. More information can be found here.

### 3 Mills Studios

In this period, LLDC continued work to secure a sublessee for their long leasehold interest in 3 Mills Studios for a minimum of 10 years. LLDC have nurtured and supported the film and media sectors for many years, and went out to the market to procure a sublessee with significant experience of successfully operating a film studio to protect the film and studio use of the 3 Mills site, to take on the ongoing asset management for the entire site and maintain rental income to LLDC at a rent in line with (or above) the current net operating position. In this period, contractual negotiations with the highest bidder continued. However, a significant downturn in the TV and film market stemming from the US actors and writers strikes last year continues to impact the short-term commercial viability. LLDC retains possibility of retaining the studios and appointing a new managing agent.



### Town Planning

The Planning Decisions Committee (PDC) met in July granting permission for Purpose Built Student Accommodation at plot M2 at Westfield, for c.100 dwellings at Chobham Farm North and for the Legacy Communities Scheme split out. PDC met in September granting permission for 115-119 Wallis Road, reserved matters approval for plot S10 Stratford Cross and for a deed of variation to the s106 agreement for the Telereal Trillium site in Rothbury Road.

Preparations were made for the final PDC on 22 October 2024.

The Project Proposals Group met for the final time at the end of July to allocate remaining CIL and s.106 funding to infrastructure projects.

The Creating Places That Work For Women and Girls handbook for local authorities, developers and designers was published in July and has received a very positive response, with considerable interest in the professional press and on social media. The handbook is available here.

Ahead of the transfer of planning powers to the Growth Boroughs, LLDC has delegated its planning decision making powers to the boroughs from 1 September 2024. From 30 August 2024 submissions of applications via the Planning Portal are routed through to the relevant local borough, rather than to the LLDC as was previously the case.

Engagement with the Growth Boroughs continues on the details of handover of CIL and s.106 data and grant funding agreements.

### East Bank

Following the opening of University of the Arts London's London College of Fashion (LCF) and UCL East Marshgate in 2023, work has continued to complete construction on the other Stratford Waterfront buildings. The V&A East building was handed over to the V&A for fit out in November 2023 following completion of shell and core and was certified as complete in January 2024. Following fit out, the museum is scheduled to open in Spring 2026.

Sadler’s Wells Theatre announced the opening of Sadler’s Wells East with an event at LLDC’s offices and performance at East Bank public realm on 10 September. The building opens in February 2025 with Vicki Igbokwe-Ozoagu’s *Our Mighty Groove* featuring a community cast from east London alongside professional dancers. London-based artists will be championed throughout opening season, which culminates in new collaboration with Stratford East. Audiences can expect a range of styles: everything from hip hop to bharatanatyam, ballet to dance theatre, vogue, house and waacking. The launch generated positive media coverage for Sadler’s Wells and East Bank.

Construction work on the building is due to complete in October 2024 to allow Sadler’s Wells to complete fit out ahead of the opening.

Work has continued on the BBC building ahead for handover in early 2025.

V&A East took over UCL East’s campus on 28 September for a free to enter night celebrating Latinx creative talent flourishing in east London. Utilising 7 levels of UCL East Marshgate, ‘InBetween: A Latinx Takeover’ invited visitors to explore ideas of place, communal care, resistance and the in-between space the Latinx (people of Latin America origin or descent) diaspora is often forced to inhabit.

An announcement on the opening of the V&A Storehouse at Here East in 2025 will be made in the next period.

### Climate Budget

London Legacy Development Corporation (LLDC) is committed to supporting the Mayor of London’s net zero carbon (NZC) by 2030 target.

LLDC uses the Mayor of London’s climate budget framework to consider the financial implications of LLDC’s business and climate-related actions, to support the delivery of LLDC’s climate objectives. The first climate budget was included in LLDC’s November 2022 budget submission to the Mayor of London covering the following scope:

- Scope 1 (direct emissions from owned or controlled sources) and Scope 2 (indirect emissions from the generation of purchased electricity, heating, and cooling) emissions from the following areas:
  - Estate (head offices, operational buildings, let properties under management)
  - Support fleet (LLDC has no Greater London Authority ((GLA)) defined “operational fleet”)
  - Staff air travel.

LLDC’s second climate budget, submitted in November 2023, was expanded to include climate change adaptation measures across LLDC’s estate for the 2024/2025 financial year.

A further addition is the inclusion of ‘Level 2’ climate actions that will “deliver or enable emission reductions or climate adaptation in parts of London outside of the GLA Group’s own estate and fleet”.

However, the scope of the 2024/2025 quarterly reports, covers Level 1 climate mitigation and climate change adaptation measures only.

### Summary of progress

The following information summarises LLDC’s key climate-related activities in this reporting period:

London Stadium roof solar PV project – planning permission obtained, and equipment ordered in preparation for the first phase of installation work in Quarter 3.

Solar PV – survey initiated to help identify opportunities for new installations across LLDC’s estate. The study is scheduled to be concluded in Quarter 4.

Pudding Mill Lane/Bridgwater greenway connector – design brief completed and issued for the introduction of an improved walking connection to the south of LLDC’s estate between Bridgwater and Pudding Mill Lane.

Carpenters Road – detailed design of the highways, to introduce dedicated cycle lanes, has started following the completion of concept design in Quarter 1.

Pool Street Connectivity Project – progressing with the re-design of highways to introduce dedicated cycle lanes, wider pavements, and landscaping to improve walking and cycling. Drainage and survey work, which completed during this quarter, supports climate adaptation considerations.

In addition to the above, two additional connectivity projects; Chobham Manor Phase 2 and Wells Road bridge feasibility study has been added to LLDC’s connectivity programme of works. Both projects support emissions reduction from road use, improved air quality and active travel.

Public realm street lighting – replacement of 41 streetlight fittings with new LED light fittings completed. This installation concludes the scheduled public realm street lighting project.

- Progress on climate change adaptation projects:

Completion of an initial review to assess the climate risks posed to LLDC’s estate and inform LLDC’s climate adaptation plans and future climate risk considerations.

London Stadium water audit and report completed. The assessment supports climate adaptation considerations at London Stadium in relation to water stress. Findings and recommendations from the report will support planning and implementation of water efficiency projects.

Surface water drainage – an initial study to review the existing surface water drainage infrastructure and network under LLDC’s responsibility. The work has a broad scope but will include considerations in relation to climate opportunity and risk in relation to surface water drainage.

- Priorities for the next quarter:

Installation work to begin on London Stadium roof solar PV project.

Planning and implementation of carbon reduction and climate resilience projects and activities included in LLDC’s expanded 2024/2025 climate budget, including consideration of ‘Level 2’ emissions (non-estate or fleet but over which LLDC has influence) and climate adaptation.

Developing LLDC’s scope 3 baselines. Aiming to use actual consumption figures, as opposed to spend/ conversion factors.

Continue to explore funding sources for table A projects that have stalled due to funding shortfall.

Work with colleagues to develop existing concept/ feasibility projects and identify appropriate new estate decarbonisation and climate change adaptation projects.


Develop and refine LLDC’s data capture, reporting procedures and approach.

Identify and confirm priority solar PV opportunity areas on LLDC’s estate.

**Summary**

The table below summarises progress on LLDC’s climate-related projects. It describes (using a RAG rating) progress toward funded and currently unfunded climate budget actions.

Overall, progress against funded measures at the end of Quarter 2 are categorised as green. Most projects are progressing well with some projects completed or ahead of schedule. Two projects in table A are categorised as amber due to minor delays and one project (Old Ford wastewater treatment plant re-purposing) is delayed due to a shortfall in funding following the initial project feasibility work. Of the unfunded projects, no significant activity has taken place to move the projects beyond concept/pre-development phase. Three projects are now removed from this list as they are seen as no longer directly contributing to LLDC’s level 1 decarbonisation ambitions.

<b>Progress against funded measures</b>	
<b>Progress against unfunded measures</b>	

Further measures being undertaken, although currently out of scope of the climate budget, but which will have a significant impact on London’s future emissions are as follows:

- Ensuring that all new development is NZC (whole lifecycle), aligned with a 1.5-degree future.
- Continuing to support the decarbonisation of Queen Elizabeth Olympic Park’s district energy network (DEN).
- Collaboration with neighbouring boroughs to design and plan infrastructure projects to reduce car use and improve active travel opportunities.
- Collaboration with borough and other local stakeholders to identify and plan climate initiatives.

The climate measures above, in addition to their direct impact in lowering emissions, also provide co-benefits, including reduced operational costs, health and wellbeing benefits, and improved air quality.

## KEY RISKS AND ISSUES

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

# COMMUNITY

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

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

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

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

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

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

(extract from QEOP Strategy to 2025)



## PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
<p>Manage procurement to select a Joint Venture partner for Pudding Mill Lane in early 2024/25.</p>	<p>The Pudding Mill Joint Venture (JV) procurement has continued: tenders have been returned and a preferred bidder has been identified. LLDC are aiming to make an announcement about the Joint Venture in the next period. Outline planning permission for the scheme was approved in September 2023.</p>
<p>Construction of Hackney Wick Neighbourhood Centre runs to programme and first block completed.</p>	<p>Construction commenced on 31 March 2023 and to deliver a 100% affordable housing scheme. Works paused in this period to enable the cause of odours which have arisen during piling works to be investigated and mitigated (see below).</p>
<p>Rick Roberts Way developer in contract and detailed planning application approved.</p>	<p>A preferred development partner has been selected following a procurement process and approved by the Investment Committee. The contract is due to be executed in the next period and the preferred bidder has commenced design work ahead of Planning submission to LB Newham in early 2025.</p>
<p>Vacant possession in place for Stratford Waterfront residential for start on site in early 2024/25.</p>	<p>It was announced in 2022/23 that following a procurement process, Ballymore and LLDC have formed a Joint Venture to deliver Stratford Waterfront and Bridgewater Triangle. The Reserved Matter Application for the development was approved at Planning Decisions Committee on 25 June 2024. Vacant possession for Stratford Waterfront is scheduled for late 2024/25.</p>



## PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
<p>Bridgewater Triangle infrastructure works commenced, vacant possession on track for 2025/26.</p>	<p>The Bridgewater Triangle Outline Planning Application was granted in 2023, following finalisation of the Section 106 Agreement. Bridgewater Infrastructure works Stage 3 design has been signed off and Stage 4 is underway, start on site due in the next period. Vacant possession for the site not yet required and there are interim uses in place.</p>
<p>Complete process for the disposal of the Multi-Storey Car park.</p>	<p>Process ongoing.</p>
<p>Stratford Station: design works underway, enhanced SOBC submitted and delivery vehicle established.</p>	<p>The Strategic Outline Business Case (SOBC) has been submitted. The partnership (including LLDC, LB Newham, Network Rail and TfL) will now develop more detailed plans for the station's redevelopment through an enhanced SOBC which is expected to be submitted to Government in 2025. Vision and parameters for the enhanced SOBC agreed with sponsors. The first stage of design optioneering which includes transport modelling, engineering, design and funding assessment has been undertaken.</p>
<p>Progress delivery of enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park, including completion of projects relating to: Stratford Station Carpenters entrance open; and Carpenters Road complete.</p>	<p>Good progress made across connectivity projects: Carpenters Road completed and opened earlier in 2024/25; construction for Stratford Station Carpenters Entrance works completed, the entrance opened and the official opening will take place in the next period.</p>
<p>Delivery of the Great Get Together and any smaller community events on the Park.</p>	<p>The Great Get Together was held successfully on 15 June 2024.</p>

## PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
<p>Delivery of an annual Youth Conference in conjunction with partners.</p>	<p>Elevate (the new name for the Legacy Youth Board) held the Future Me, Future Youth annual conference in March 2024 and evaluation has commenced.</p> 
<p>Delivery of visitor services through Park Champion volunteers, the Information Point and Park Champions.</p>	<p>The Mobility Service and Information Point are open. The Information Point has moved to the nearby Pavilion building at Stratford Cross. The Park Champions continue to provide a valuable service for the Park.</p>
<p>Deliver an effective climate emergency response (supported by a carbon budget) for LLDC, in line with the Mayor's targets (net zero carbon by 2030, aligned with a 1.5 degree future).</p> <p>Ensure LLDC development and the management of the Park meets LLDC's sustainability standards.</p>	<p>Continued work across LLDC and with partners to meet sustainability standards and deliver an effective climate emergency response, see <a href="#">Inclusive Growth</a> section.</p>

## COMMENTARY ON KEY COMMUNITY PROJECTS

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

### Chobham Manor

The Chobham Manor development, bringing 880 homes to the Park, completed in 2022/23.

All market sale and shared ownership homes have been sold, and rental homes let.



### East Wick and Sweetwater

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

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

Following the completion of enabling works and piling, Phase 2 main contractor works commenced in 2023 and are on programme, having topped out: The first block is due to complete in spring 2025. Some Phase 2 units are now for sale, see the website here.

### Hackney Wick Central

Spanning the boundary between the London Boroughs of Hackney and Tower Hamlets, the Hackney Wick Central development will provide a 100% affordable new neighbourhood centre around the recently improved Hackney Wick Station, building on the distinctive character and heritage of the area.

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

Construction work for the development commenced on 31 March 2023 but paused in this period to enable the cause of odours which have arisen during piling works to be investigated and mitigated. LLDC are working closely with the contractors and other public bodies to monitor the situation and to reassure members of the public. An odour suppression system has been installed and gas monitoring is ongoing. Hackney Council has referred the matter to Environmental Health which is carrying out an investigation. Development is scheduled to re-commence in the next period.

### Pudding Mill

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

The Pudding Mill Joint Venture (JV) procurement has continued: tenders have been returned and a preferred bidder has been identified. Contracts negotiations are underway and LLDC are aiming to make an announcement about the Joint Venture in the next period.

The site is home to ABBA Voyage as an interim use, which is confirmed to run until 2027.

### Stratford Waterfront and Bridgewater Triangle

Stratford East London Partnerships, LLDC and Ballymore's Joint Venture (JV) Partnership for Stratford Waterfront and Bridgewater Triangle, have completed the main procurement of professional teams.

Vacant possession for Stratford Waterfront is scheduled for late 2024/25. The Reserved Matters Application for Stratford Waterfront was approved at Planning Decisions Committee on 25 June 2024.

The Bridgewater Triangle Outline Planning Application was granted in 2023, following finalisation of the Section 106 Agreement. Bridgewater Infrastructure works RIBA Stage 4 design completed in this period. Start on site is scheduled in the next period.

The process for the disposal of the Multi Storey Car Park is ongoing.

### **Rick Roberts Way**

A preferred development partner has been selected following a procurement process and was approved by the Investment Committee. The contract is due to be executed in the next period. The preferred bidder has commenced design work ahead of planning submission to LB Newham in early 2025.

### **Stratford Station**

The Strategic Outline Business Case (SOBC) for the redevelopment of Stratford Station was submitted to Government on 1 August 2023. The SOBC was developed by a partnership including LLDC, LB Newham, Network Rail and TfL. The work follows increasing concerns about the future capacity

of the east London station and overcrowding. Stratford is one of the UK's busiest stations with more than 128 million passenger movements recorded in 2019, an increase of 90 million in just 13 years. In 2022 the station was the fifth busiest in the whole of the UK and is one of the UK's most important strategic transport interchanges linking London with Essex and the East of England, the Thames Estuary and Kent.

The SOBC shows how an enhanced station can deliver: up to 10,000 new jobs; 150,000 sqm of commercial space; new retail and community space centred around a major new public square; up to 2,000 new homes (50% genuinely affordable); and support for the growth of east

London, raised productivity and reduced carbon emissions. The partnership will now develop more detailed plans for the station's redevelopment through an enhanced SOBC which is expected to be submitted to Government in 2025.

In this period the vision and parameters for the enhanced SOBC was agreed with sponsors. The first stage of design optioneering, which includes transport modelling, engineering, design and funding assessment, has been undertaken

The new Carpenters Estate Entrance at Stratford Station is open, with the official opening scheduled for the next period, providing new routes to Stratford and the Park. The £9.5 million project is a joint initiative between LB Newham Council, Transport for London (TfL), who delivered the construction, with the GLA and LLDC. The new entrance will improve access to the southern concourse next to the Jubilee Line for residents and visitors.



## **Elevate**

Elevate have been co-designing the 'London 2012 Legacy Partnership Project' as part of the funding received from the Spirit of 2012. As part of the project Elevate have designed and launched the Elevate fund where local young people and youth invested organisations can apply for £500 - £15,000. Applications closed on 10 June and the selection process was led by Elevate.

The Elevate Fund (being managed by LLDC and fronted by Elevate) received 85 applications in total, the fund overperformed in reaching underrepresented young people in East London, with 89% Global Majority applicants, 15% LGBTQ+ applicants and 20% of applicants with a disability. Elevate were delighted to award a total of 31 applications. Successful bids will be announced in October 2024.

Elevate Research is currently underway to obtain the views of 1000 young people from the Growth Boroughs, through outreach, peer to peer consultation and focus groups. The aim of the research is to gain an understanding of the impact of the London 2012 games, and to gain insight into the aspirations and challenges facing young east Londoners to inform the future of the Elevate programme.

## **Community Engagement**

As reported in the last update, The London Youth Games Finals Festival returned to the Park from 28 to 30 June. An impact report for the Legacy Youth Games has been produced and can be found [here](#).

July's Park Panel (bi-monthly forum of 15 resident representatives) meeting was held with 3 presentations. New current designs for the 'Park Central' (formerly South Park Spaces) public realm proposal, Hackney Yards development in Hackney Wick Central and an introduction to the new operator at Riverside East (formerly The last Drop).

The LLDC funded community garden, Mobile Garden is currently operated by Our Park Life and is running between 2-4 sessions each week including delivery by community organisations such as Groundwork London, Badu, Yodomo, Mad LEAP and Thai Chi. Allotment spaces and garden representatives have been assigned to local community members and the garden is being activated regularly outside of programmed activity. 190 people visited the garden in July. Currently finalising agreements for the next stage of garden up to 31 March 2025.

LLDC is currently designing a year in review for Your Neighbourhood Talks community event running twice a year. The report reviews September 2023 and March 2024 events.

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Stratford Station insufficient for growing demand.	Strategic and operational impacts. Potential limiter on economic development in Stratford area.	Work with partners to determine and deliver transport projects to improve infrastructure. SOBC for investment in Station improvements submitted to HMG.	R
Issue relating to carbon savings from the District Heating Network.		Liaison with Bring Energy, GLA, central government and Westfield (as joint employers).	R
Risk relating to responding to the climate emergency and meeting NZC by 2030.	Missing opportunities and reputational impacts.	Delivery of sustainability programme and Climate Action Strategy, close work with partners, monitoring and reporting on KPIs. Funding dependent.	A

# OPPORTUNITY

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

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

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

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

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

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

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

**(extract from QEOP Strategy to 2025)**



## PROGRESS AGAINST OPPORTUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
<p>Meeting and exceeding targets for construction and end use jobs for local people, Black, Asian and Minority Ethnic groups, disabled people, women and apprentices.</p> <p>Construction workforce: (the data below is the combined figures, representative of the two active sites at QEOP: Stratford Waterfront and East Wick and Sweetwater. Data for the Hackney Wick site is not included below, due to the pause in work, in relation to investigation around odour complaints coming from the site.</p> <p>Construction workforce:</p> <ul style="list-style-type: none"> <li>• 30% of the workforce have permanent residency in Growth Boroughs</li> <li>• 50% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 5% of the workforce are apprentices</li> </ul>	<p>The most recent construction figures available are to end of August 2024.</p> <ul style="list-style-type: none"> <li>• 21% of construction employees working on the Park are Growth Borough residents</li> <li>• 76% of the workforce are from Black, Asian, and Minority Ethnic (BAME) groups</li> <li>• 5% of the workforce are women</li> <li>• 2% of the workforce are disabled people</li> <li>• 4% of the workforce are apprentices</li> </ul>
<p>End-use</p> <p>London Aquatics Centre</p> <ul style="list-style-type: none"> <li>• 55% of the workforce are from the Growth Boroughs</li> <li>• 45% of the workforce are from Black, Asian and Minority Ethnic backgrounds</li> <li>• 50% are women</li> <li>• 3% are self-declared disabled people</li> <li>• 6% are apprentices</li> </ul>	<p>Latest performance:</p> <ul style="list-style-type: none"> <li>• 39% of the workforce are Growth Borough residents</li> <li>• 47% of the workforce are from BAME groups</li> <li>• 49% of the workforce are women</li> <li>• 6% of the workforce are disabled people</li> <li>• 5% of the workforce are apprentices</li> </ul>



## PROGRESS AGAINST OPPORTUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
<p>Copper Box Arena</p> <ul style="list-style-type: none"> <li>• 60% of the workforce are from the Growth Boroughs</li> <li>• 50% of the workforce are from Black, Asian and Minority Ethnic backgrounds</li> <li>• 50% of the workforce are women</li> <li>• 3% are self-declared disabled people</li> <li>• 3% are apprentices</li> </ul>	<ul style="list-style-type: none"> <li>• 86% of the workforce are from the Growth Boroughs</li> <li>• 48% of the workforce are from Black, Asian and Minority Ethnic backgrounds</li> <li>• 68% of the workforce are women</li> <li>• 7% of the workforce are self-declared disabled people</li> <li>• 2% are apprentices</li> </ul>
<p>Facilities Management and Grounds Maintenance (Idverde)</p> <ul style="list-style-type: none"> <li>• 50% of the workforce are from the Growth Boroughs</li> <li>• 35% are from Black, Asian and Minority Ethnic backgrounds</li> <li>• 30% are women</li> <li>• 5% are self-declared disabled people</li> <li>• 6% are apprentices</li> </ul>	<ul style="list-style-type: none"> <li>• 42% of the workforce are from the Growth Boroughs</li> <li>• 42% of the workforce are from Black, Asian and Minority Ethnic backgrounds</li> <li>• 20% are women</li> <li>• 10% are self-declared disabled people</li> <li>• 14% are apprentices</li> </ul>

**Note:** performance against workforce targets for East Bank institutions and Security (G4S) will be included in future reports.

## PROGRESS AGAINST OPPORTUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
Successful operation of Build East: 50 apprenticeships per annum, 500 people trained in demand led construction skills.	Build East continued to operate successfully: in 2023/24: 45 new apprentices; staff completed their upskilling training; 492 people were trained in demand led construction skills, comprising: 260 new learners in pre-employment training; and 232 individuals already working in the industry upskilled to Level 2+. This is slightly below target and against previous years due to changes in funding arrangements and contractual issues. Build East exceeded its target of 540 local residents trained across all activities, reaching 717 residents and continued to perform well in reaching learners from Black, Asian, and Minority Ethnic backgrounds, people with disabilities and young People Not in Education, Employment, or Training.
Successful operation of the Good Growth Hub (GGH), the physical facility to consolidate and scale the East Works, including meeting engagement targets; plans progressed successfully to secure the future of the GGH.	The Good Growth Hub has been operating well (see below).
Completion of 2023/24 Shared Training and Employment Programme (STEP) programme and commencement of 2024/25 programme.	Applications for the eleventh iteration of STEP closed in the autumn. 72 applicants were invited to attend two selection days. 50 applicants were taken forward to interview stage; ten candidates were successfully recruited onto placements.
Progress EAST Education, an education engagement programme with East Bank partners, including delivery of East Summer School.	East Education has continued including delivery of East Summer School in this period (see below).

## COMMENTARY ON OPPORTUNITY ACTIVITIES



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

- Meetings with Build East, Idverde and Future Gardeners (FG) were held to agree the timetable for the next FG programme that will be delivered at the Park with funding secured from two Growth Boroughs (LB Newham and LB Tower Hamlets)

- The centre hosted a very successful visit for CEOs and senior people from various housing associations from across Europe, this was an opportunity to showcase the work of Build East and the benefits of working in partnership to support training for housing developments.
- The full range of construction training continued to be delivered throughout the period. Contractors and their supply chains have visited the centre to help develop training that meets their needs for future jobs and upskilling the current workforce.
- Students from the Design Engineer Construct "Meet Someone like Me." event visited the centre to find out about range of jobs/ apprenticeship that the industry will need in the future.

### The Good Growth Hub

The Good Growth Hub (GGH) remains the focal point for local people seeking careers in the cultural, creative and digital sectors and for employers including East Bank partners, looking to recruit diverse, local talent. It also supports local employees looking to upskill. Key activities in this period include:

- Applications for the eleventh iteration of STEP closed in the autumn and 72 applicants were invited to attend two selection days 50 applicants were taken forward to interview stage and ten candidates were successfully recruited onto placements.



The employer STEP training curriculum has been recently refreshed in response to employer feedback. Employers involved in the eleventh iteration of STEP completed the first module of this refreshed training in September.

- The GGH continues to involve industry and service users in the development of its skills and training offer to ensure their programmes are relevant and cater to local demand. In response to feedback from service users and industry partners, the GGH have launched a new event series aimed at freelancers seeking to expand their professional network. Led by industry experts, the first event in the 'Masterclass' event series assisted attendees to apply for grants and project funding to develop their creative practice.
- The GGH have completed an evaluation of their Employer offer and begun a project to co-design a new service in response to user feedback. Designs are in development with a pilot version expected to be delivered in Autumn / Winter 2024.

LLDC are currently working on a plan to sustain the GGH after the end of the LLDC's funding in 2025 and an update is being provided for the Regeneration and Communities Committee at its 1 October meeting.

## **EAST Ed**

The annual East Summer School took place from 29 July to 2 August across the Park and within neighbourhood venues. This year, we piloted a one-week intensive programme aiming to condense the same level of activities typically spread over two weeks into one. Throughout the past 7 years of running a 2-week programme, organisers typically noticed a decline in participation during the second week. This was mainly due to families taking the opportunity to travel out of London or delivery partners repeating much of the same content from the first week. By switching to an intensive-5-day programme partners were able to deliver a concentrated and impactful experience bringing in additional staff.

The one-week programme successfully attracted 243 young residents aged 12-17.

London College of Fashion (LCF) along with other world-class venues such as UCL East, Liverpool Media Academy, Staffordshire University, Talent House, and ABBA Voyage opened their doors to this new audience offering captivating educational content and enriching experiences within their spaces.

were also workshops run by V&A East, BBC, and Sadler's Wells. Additionally, community-invested partners, such as X7eaven, East London Dance, Staffordshire University, UD Music, City Mills Skate and Class of your Own contributed their services to help enhance the programme.

18 youth workers and four Special Education Needs and Disability (SEND) assistants were employed to ensure that every participant had an inclusive and supportive experience. All employees were trained by BADU Community CIC and also came through the Elevate talent pool.

90% of participants were from the four Growth Boroughs and 77% were from Global Majority backgrounds. 9% had disclosed either a learning, emotional or physical disability.

The week concluded with a final celebration event at London College of Fashion inside their auditorium attended by 250 participants and their supportive bubbles. The event showcased students' achievements and experiences from the five days and featured dynamic dance performances by X7eaven Hip Hop connection group, East London Dance, UD Music, and Sadler's Wells insights into classical dance course. It also features LCF's video clip of fashion styles and textiles, a short film created by City Mills Skate on the art of skateboarding and media and a remarkable slide show of images by BBC who designed their own creative make-up looks.

The celebration event highlighted the impact of the programme leaving participants and attendees inspired by the creativity and learning that took place.

The core delivery costs for East Summer School included providing lunch for every participant, youth worker support and the hiring of venues. This year, costs were reduced by delivering the programme over one week, handling some of the catering being delivered in house by both UCL and LCF and utilising the newly opened UCL and LCF venues. The plan for 2025 is to introduce a contribution from East Bank partners to cover the core costs, including a contribution to the project management costs which is currently delivered in house by LLDC.

The end of term East Ed Teachers Event was held at UCL with a focus on Digital Creativity, this included guest speakers from across the sector, updates from each of the East Bank partners and a chance to network. The East Ed Advisory Board has been set up with senior leaders across ten local schools, sixth forms and FE's to help advise on and steer the East Ed Teachers Development Programme. The East Ed Teacher programme has been confirmed for 2024/25, delivery will

be from October 2024 and run through until end of July 2026, with a range of workshops, experiences and events delivered by the East Bank partners on the Park.

The QEOP work experience programme ran successfully over the summer holidays with placements held at LLDC, the Copper Box Arena and with Hadley.

East Ed Teachers Development programme for autumn term was launched.

### Shared Apprenticeship Programme

Through the East Bank Shared Apprenticeships Fund, East Bank partners pool unspent levy and redistribute to support SMEs in the local area to create inclusive apprenticeship opportunities. Over the summer, UAL have pledged £100k for 24/25 and BBC a further £100K to the fund.

The last module in the line management training series has been delivered to participating businesses. A new proposition for training and wrap around support, which incorporates user feedback, is currently in development. A decision on whether to implement the proposed new package of wrap around support and training will be taken in autumn 2024/25.

A new description on the programme, to be included on all apprenticeship vacancies created by the programme, has been co-designed by the working group.

All East Bank partners have fed into a forecasting exercise, identifying when potential apprenticeship opportunities might be created at East Bank within the next quarter.

The summer Graduate Design programme placements with Hadley, dRMM and McGregor Coxall has commenced for three local design students.

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to improving performance in Inclusion and Diversity (I&D) in relation to LLDC’s workforce.	Missing opportunities and reputational impacts.	Delivery of I&D strategy action plan.	A
Amber issue relating to reputational impact of residents’ criticism of Fixed Estate Charge (FEC) and potential for changes to the FEC impacting on the Corporation’s long term financial sustainability.		Engagement with resident associations. Information on the website about FEC. Mayoral review complete, recommendations agreed and being addressed.	A

# SUPPORTING DELIVERY

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

The strategic themes are supported by the following strategic enablers:

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



## PROGRESS AGAINST SUPPORTING DELIVERY MILESTONES

MILESTONES FOR COMPLETION IN 2023/24	PERFORMANCE AND COMMENTARY
<p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p>	<p>Audits underway.</p>
<p>Growth of LLDC's external communication channels. Annual targets for 2024/25</p> <p>Exposure: 100m</p> <p>Engagement 6m</p> <p>Digital community (social + email) growth by 150k this year.</p>	<p>Performance in Q1:</p> <p>Exposure: 36m</p> <p>Engagement: 1.7m</p> <p>Digital community (social + email) growth: 48k.</p>
<p>Next phase of LLDC: planning function and powers transferred to Boroughs. Future LLDC in place on 1 April 2025 with agreed functions, geography and governance. Financial sustainability approach agreed with GLA. LLDC employees supported through the workforce strategy to progress their careers, through re-deployment, employment in the future LLDC or other organisations.</p>	<p>The consultation on the revised MDC boundary for the future phase of LLDC has completed. A consultation report, which recommended that the Mayor of London formally approves the reduction of the LLDC Mayoral area, was approved by LLDC's Board and was submitted for Mayoral Decision and approved in 2023/24. Work continues to: progress legislative changes to support a reduced area and the hand back of Town Planning powers, with the Statutory Instrument laid in parliament in this period. Working in close collaboration with Boroughs on the hand back of Planning powers and the Inclusive Economy agenda. Future organisational design has progressed. Consultation on the proposed new structure for all colleagues has now completed.</p>
<p>Health and safety: construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.</p>	<p>East Bank is reporting over 3m hours without a RIDDOR incident. There was a RIDDOR reportable incident at the Copper Box Arena, see below.</p>

## PROGRESS AGAINST SUPPORTING DELIVERY MILESTONES

### MILESTONES FOR COMPLETION IN 2023/24

Deliver improvements for the safety of women and girls on the Park.

Work towards improved financial sustainability of the Stadium including commercial opportunities.

### PERFORMANCE AND COMMENTARY

A handbook for use by local authorities, developers and designers was published in this period.

Continued to work with Stadium, partners and potential commercial partners. From April 2025 ownership of the London Stadium will be transferred to GLA Holdings Ltd.





## COMMENTARY ON SUPPORTING DELIVERY MILESTONES

### Communications, Marketing and Strategy

The CMS team supported major events on the Park including the completion of the summer programme at the London Stadium and the start of the Premier League season.

The Sadler's Wells East launch was hosted at LLDC offices along with performance on the Park. This had good attendance and generated positive media coverage.

LLDC promoted the Park and its activities utilising the opportunities presented by the Paris 2024 Olympic and Paralympic Games. Activities included:

- Filming on the Park including Dame Kelly Holmes filming for the One Show on the legacy of London 2012.
- Riverside East showed the Paralympics on big screens at their venue on the Park
- Digital screens on the Park had QR codes linking to legacy content.
- A disabled blogger from France used the Park as a base in conjunction with Visit England.
- The Global Disability Innovation Hub held events in Paris to promote their groundbreaking international work, including a reception at the UK Ambassador to Paris's residence.

Announcements were made regarding the new Chair and CEO appointments and plans for London Stadium changes.

Procurement is complete to commission a study to quantify the economic benefits of the Park and LLDC's planning function. Prior + Partners have been awarded the contract and commenced work, with high level findings to be available before the transfer of Planning Powers.

### Evolution of LLDC (Transition)

LLDC was established as the first ever Mayoral Development Corporation in 2012, to take forward commitments made in the original London 2012 bid in relation to the physical and socio-economic regeneration of Stratford and the surrounding area. There remains significant work to do to fulfill the commitments made in the original London 2012 bid with respect to the regeneration of east London. However, it is anticipated that the building blocks of LLDC's

programme will be in place by 2025. It has been agreed that:

- LLDC's Town Planning functions will be handed back to the relevant Boroughs on 1 December 2024 and practical steps will be taken to enhance collaboration between LLDC and the Boroughs in the lead-up to ensure a smooth handover.
- LLDC will remain a Mayoral Development Corporation (MDC) and a functional body of the GLA beyond 1 April 2025 with a reconstituted board and governance structure, and a reduced area (subject to the Statutory Instrument being moved).
- The LLDC Mayoral development area will be reduced to include the core part of the Queen Elizabeth Olympic Park estate in which LLDC owns and/or manages or operates land (subject to the Statutory Instrument).
- Collaborative activity continues with the Growth Boroughs to prepare for the transfer of Town Planning functions on 1 December 2024. The draft Statutory Transfer Schemes related to the transfer of planning powers have previously been agreed by all of the Boroughs, LLDC and the Mayor of London.

LLDC is working closely with the Ministry of Housing, Communities and Local Government (MHCLG) to progress the necessary legislative arrangements to effect the transfer of Town Planning functions and the reduction of the LLDC Mayoral development area, and the Statutory Instrument was laid in Parliament in this period.

The Planning team, supported by Development and Design colleagues, has completed the first phase of knowledge sharing sessions. These bring together planning officers from all four Boroughs for an overview of the Transition plan and a rundown of important permissions covering all areas, with individual sessions also undertaken with each Borough on individual sites. The sessions have been warmly received by Borough colleagues, who have appreciated the comprehensive information on plan-making powers, live applications, and historical context provided during the discussions. Engagement with the Growth Boroughs continues on the details of handover of CIL and S.106 data and grant.

funding agreements.

As part of the planned evolution of LLDC, a recruitment campaign for a new Chair and Chief Executive has been undertaken. The new leadership team for LLDC was announced on 13 August. The Mayor of London has announced his intention to appoint Suki Kalirai as the new Chair, subject to consideration by the London Assembly. The Confirmation Hearings Committee (CHC) was held on 3 September 2024 and agreed unanimously to recommend that the Mayor should proceed with the appointment. Shazia Hussain has been appointed as the new Chief Executive.

Suki Kalirai brings over 20 years of experience in non-executive director roles in a variety of sectors including consumer goods, building (both commercial and social housing), education and e-commerce, as well as charities and industry association boards in the leisure and hospitality sectors.

Shazia Hussain, currently the Deputy Chief Executive at the London Borough of Waltham Forest, will be taking on the role of Chief Executive of LLDC in the autumn. Shazia has over 20 years of senior strategic and operational delivery experience within Local Government that spans parks and open spaces, place making with economic and social regeneration, corporate policy and strategy, community safety and transformational change. Having started her career within regeneration she is committed to improving the social, economic and cultural condition of communities within east London.

The staffing re-structure is underway in line with plans. Four of the Five newly proposed executive team members from April 25 are known and the final vacancy of Executive Director of Development is under recruitment. Detailed updates have been going to the People, Organisation and Culture Committee and a paper is going to the meeting on 5 November to fully report on the impact of the restructure proposals.

## **Health and Safety**

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee. The Board receives a report back from each Health, Safety and Security Committee meeting which meets at least three times a year, the last committee was held on 12 March 2024 with the next meeting due to be held on 15 October 2024.

In this period accidents remained low proportionate to the visitor numbers. During this reporting period there were thirteen accidents reported across the Park and venues. Of note three related to persons on roller skates and three related to cyclists.

There are significant ongoing highways works that are impacting vehicular traffic on Westfield Avenue. These are being monitored by the Health, Safety and Security team.

On Thursday 5 September a RIDDOR occurred at the Copper Box Arena when an external contractor working on the build for a private hire event fell from a scaffold platform (around 3m). The London Ambulance Service attended and transported the injured person to hospital where he was diagnosed with a cracked vertebrae and broken ribs. He was not wearing a safety harness. The scaffolding crew were stood down and given a safety talk on working at height. GLL were reminded of the need to monitor contractors on site.

There was one safeguarding incident reported in the main LLDC venues and no Park wide incidents reported.

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to meeting Long Term Model requirements through the Housing Delivery Plan.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control, commercial opportunities, close working with GLA.	<b>R</b>
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Financial and reputational impacts.	E20 Stadium LLP Board and funders considering commercial options. Stadium operations brought in house. 5 year improvement plan in place.	<b>R</b>
Risk that HMRC rules against LLDC's Corporation Tax application.	Financial impact.	Tax and legal advice, engagement with HMRC, submitted application and awaiting response.	<b>R</b>
Risk relating to commercial performance, delivery of Park Business Plan.	Financial impacts, reduced income or increased costs.	Delivery of Sponsorship, Marketing and Park Assets Strategy and digital signage on the Park.	<b>R</b>
Red Issue relating to raising funding through philanthropy for East Bank, impacting on LLDC and GLA.		Fundraising strategy in development with GLA.	<b>R</b>
Delivery of LLDC activities and objectives pre- and post-Transition.	Negative impacts on regeneration of the area; potential impact on staff retention.	Transition strategy being implemented, updates presented to Board. Close working with key stakeholders.	<b>A</b>
Electrical capacity of Park requires reinforcement.	Financial impacts.	Energy strategy commissioned. Review and implement findings.	<b>A</b>
Risk relating to failure to embed fraud and assurance processes, including group subsidiaries (E20/LS185).	Financial and reputational impacts.	New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	<b>A</b>



**LONDON** LEGACY  
DEVELOPMENT  
CORPORATION