2026-27 Budget Submission

1. SUMMARY

1.1. This report sets out London Legacy Development Corporation's (LLDC) 2026-27 capital and revenue budget submission to the Mayor of London (the Mayor). The submission is prepared in accordance with the Mayor's Budget Guidance, which was issued in July 2025. The revenue budget submission covers the three financial years to 2028-29. A summary presentation will be provided at the Board meeting and circulated in advance.

1.2. LLDC's budget forms part of the Greater London Authority's (GLA) Group budget and aims to ensure there are robust financial plans to support Mayoral objectives and priorities within available resources.

1.3. As for all members of the GLA Group, LLDC is required[1] to produce a Capital Strategy. The purpose of the GLA Group Capital Strategy is to set out the Mayor's capital investment ambition and funding thereof. The strategy demonstrates that the GLA Group's capital expenditure and investment decisions are made in line with Mayoral priorities and properly take account of stewardship, value for money, prudence, sustainability and affordability, and give due regard to risk and reward. LLDC's Capital Strategy 2026-27 is attached at Appendix 3 and covers the content required by the Mayor's Budget Guidance.

1.4. LLDC, along with the other members of the GLA Group, is also required to produce a climate budget, which helps provide transparency on required actions across the GLA Group and the gap/deviations to targets. The Mayor's London Climate Budget is intended to be transparent and clearly visualise for Londoners, the London Assembly and other stakeholders, how the GLA Group is prioritising efforts to achieve its emissions target and any challenges faced. The Mayor requires all GLA functional bodies, including LLDC, to support his aims and priorities for London in their business plans and budgets.

2. STRATEGIC CONTEXT

2.1. Queen Elizabeth Olympic Park and east London is now a critical economic sub-region for London and the UK, home to a wealth of talent, energy and enterprise. The Park is a high-quality place, an innovation district home to an emerging cultural and educational quarter with both global relevance and local roots. East London's burgeoning talent combines with the Park's new neighbourhoods, cultural institutions, universities, technology assets, and creative economy to provide an exemplar of inclusive growth in London.

2.2. LLDC has worked closely with partners over the past year to consider the positioning and ambition for Queen Elizabeth Olympic Park in the next phase of its evolution, as

[1] By the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code

the focus moves to the optimisation and activation of Park assets and the completion of development. There is a real opportunity to raise the profile of the Park and to:

- build on the inclusive growth and innovation model that LLDC has developed and to operate this at scale;
- help to deliver the diverse talent pipeline that London and the UK needs to meet its future growth requirements; and
- put it at the centre of sub-regional, regional and national growth plans, including exploring how the Park can help advance health and wellbeing priorities.

2.3. LLDC's new **Framework for Inclusive Growth** ('the Framework') focusses on three priorities: modelling the habitat, scaling inclusive talent, and discovering new approaches to health and wellbeing. These priorities will build on the Park's foundation of partnership, innovation and creativity. They will deliver meaningful inclusive growth, ensuring that the benefits reach every community and drive growth across east London, London and beyond.

2.4. The Government's Modern Industrial Strategy and the Mayor of London and London Councils' London Growth Plan and Inclusive Talent Strategy will need innovation and collaboration between key players in the policy, funding and delivery systems. LLDC will curate that collaboration across sector clusters, academics, funders, industry leaders and communities as part of finding more and better ways to use all the Park's assets to achieve economic growth and secure livelihoods for all.

2.5. The focus on inclusive growth will be powered by the three mutually reinforcing themes: the ongoing modelling of the Park 'Habitat'; the scaling of 'Inclusive Talent' programmes; and a discovery of the role the Park could and should play in supporting the 'Health and Wellbeing' of east Londoners. These themes are a natural evolution of the Park's legacy so far. The Park's established legacy of deep sub-regional partnership, innovation and creativity enable LLDC to explore new models of living and working, nurture diverse talent and promote healthier, more sustainable communities.

2.6. This budget is prepared in the context of the Framework and includes initial seed funding to further explore the investable propositions contained within the Framework. The full financial impact of these propositions, once further developed and assessed, will be reflected in next year's budget submission to ensure a comprehensive view of their implications and alignment with strategic priorities.

2.7. Many of LLDC's deliverables align to the Mayor's priorities. A summary of how LLDC is supporting the Mayor's priorities is shown in the following table, setting out the Mayor's priorities, how they are to be achieved and what LLDC is doing, and enabling, to deliver them.

Mayor's priorities	Mayor's activities	LLDC support and enablement

Housing	• The five priorities of the Mayor's London Housing Strategy are:
	  ○ building homes for Londoners;
	  ○ delivering genuinely affordable homes;
	  ○ high quality homes and inclusive neighbourhoods;
	  ○ a fairer deal for private renters and leaseholders; and
	  ○ tackling homelessness and helping rough sleepers.
		• First two Park neighbourhoods, Chobham Manor and East Wick and Sweetwater – 35% and 34% affordable and build to rent (at East Wick and Sweetwater)
		• 50% affordable housing to be delivered on a portfolio basis across Stratford Waterfront, Bridgewater, Pudding Mill Lane, Rick Roberts Way
		• Joint ventures to deliver the Stratford Waterfront, Pudding Mill Lane and Bridgewater residential developments.
		• A revised development approach is being considered for Rick Roberts Way, with feasibility work started.
		• Over 13,000 homes have been built since 2012 through public and private sector collaborations

Business and Economy	• **Global London:** London's visitor economy, A Smart London for all, Digital connectivity, London and Partners
	• **Championing business:** small and established businesses, flexible workspaces, supporting London's sectors growth, Business Improvement Districts, UK Shared Prosperity Fund
	• **Jobs, skills and good work:** The Mayor's Good Work Standard, London Living Wage, London Anchor Institutions Network, Jobs and skills, London Research and Policy Partnership
	• **Inclusive Talent Strategy:**
	  ○ Employer-led approach
	  ○ Access for all Londoners
	  ○ Ambitious goals, job creation, productivity boost.
		• Here East: Loughborough University, Plexal, Ford Innovation
		• , Stratford Cross: Transport for London, Financial Conduct Authority, Cancer Research UK, British Council, HMRC.
		• London Living Wage: paid to all employees and Tier 1 Park contractors.
		• Skills for growth programme – over 240 apprenticeships
		• 48,300 full-time jobs on and around the Park by 2030
		• 20m visitors to the Park per year
		• Sport and culture on the Park generates £230m of on-site visitor spend per year.

Mayor's priorities	Mayor's activities	LLDC activities
Environment, transport and public space	• Improve air quality • Low carbon London – zero carbon by 2030 • Making cycling easier and safer • Public space and neighbourhoods are attractive and accessible. • National Park City • Supporting green technology and entrepreneurs	• Net Zero Carbon 2030 for scope 1 and 3 emissions • Net Zero Carbon 2038 for scope 3 emissions • Zero carbon homes • Biodiverse, green space • East Bank • Mixed-use developments • Climate Action Strategy • Local Plan policies • LLDC design standards and design review • Climate budget • 98% waste diverted from landfill; material reused in construction. • Green Flag status • The Park consists of 226 hectares of green and open space, 15,000 trees and 300,000 wetland plants.
Arts and culture	• Cultural Infrastructure Plan • Social integration • Challenging inequality and promoting tolerance • Accessible to all • Safer and more secure communities • Use culture as a driver for regeneration. • Vision for London to be a 24-hour city and supporting the night-time economy	• East Bank: V&A, Sadler's Wells, University of the Arts London, University College London, BBC • 14,000 Students based at the Park across 7 higher education institutions. • Programme of major cultural festivals and global sporting and musical events on and around the Park, including Abba Voyage • Community focussed programmes and events • Focus on creating an inclusive and diverse workplace across LLDC • Over 1,000 major concerts and entertainment events have been held in Park venues • Over 220 filming and event contracts per year. • LLDC has created an ecosystem of assets, infrastructure and partnerships which support a 7-day-a-week economy.

3. REVIEW PROCESS

3.1. LLDC's Long Term Model sets out all capital and revenue income and expenditure projections and underpins the budget submission. An update on the Long Term Model was presented to the Investment Committee on 14 October and to the Board on 18 November.

3.2. To ensure that LLDC continues to secure value for money in its activities, the process of preparing this budget submission has involved:

- a detailed review, including with members of the LLDC Senior Leadership Team (SLT), of revenue and capital budgets;
- an extensive review of the key capital assumptions underpinning the Long Term Model and various scenario modelling;
- updating the Long Term Model for changes identified since the previous year;
- an assessment of LLDC's capital strategy against the Mayor's priorities;
- challenging cost and income proposals with senior budget holders, including to identify savings and efficiencies;
- preparing the climate budget with LLDC's Sustainability Team and close liaison with the GLA Climate Budget Working Group;
- scrutiny by SLT and the LLDC Investment Committee; and
- meeting senior representatives from the GLA, including the Mayor's Chief of Staff, to review the financial projections prior to submission, covering the implications for capital budgets, revenue costs and income forecasts.

4. CAPITAL BUDGET

Background

4.1. LLDC has a complex long-term capital programme that is subject to significant volatility, particularly in the short and medium-term. LLDC's net capital expenditure, where not funded by capital grant, is funded by capital borrowings from the GLA, which are to be repaid from capital receipts over the long-term.

4.2. The key items in **last year's** submission were:

- Expected receipts from the planned disposal of capital assets.
- Costs and income from the Stratford Waterfront and Bridgwater development, reflecting the revised terms agreed with Ballymore in 2024 following viability challenges from adverse market/macroeconomic conditions and changes to fire safety regulations, adjusted to include LLDC's latest house and construction price inflation forecasts.
- Provision for the digital signage investment opportunity, offset by expected repayments (starting in 2026-27) from the additional revenue income forecast to be generated.
- An increase of c£53.4m in the East Bank Construction Anticipated Final Cost (AFC), which brought the total AFC to £721.4m. The increase was due to the impact of further prolongation and further contractor settlement risks. Mace's worst case programme outturn allowed for further slippage in the BBC to mid-June 2025.

2026-27 budget submission

4.3. This year's submission is presented against a continued backdrop of challenging macroeconomic and market conditions, which all impact either directly or indirectly upon LLDC's capital plan. These include:

- continued increases in the cost of construction and financing (albeit inflation and interest rates have now settled)

- impact of policy and regulatory changes such as to the Building and Fire Safety Regulations
- a downturn in the housing market, particularly in the London region
- a contraction in the affordable housing market for new developments

4.4. The proposed capital plan for the next four financial years is set out in the following table, alongside the forecast outturn for 2025-26 (as at 30 September 2025). Further details of LLDC's long-term capital plan are included within the Capital Strategy at Appendix 3. The table shows that LLDC is forecast to be within its borrowing limits for the next four years, although the headroom is limited.

4.5. LLDC reviews its annual capital forecasts regularly to ensure they remain as accurate as possible and based on the latest assumptions. The updated short-term forecasts are presented routinely to LLDC's SLT and Investment Committee and are published[2] in LLDC's Corporate Performance Report each quarter.

Capital Budget	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m	2028/29 Plan £m	2029/30 Plan £m	Total Budget/Plan £m
Income						
Capital receipts	37.2	26.8	20.0	31.1	65.5	**143.4**
East Bank	41.8	-	-	-	-	**-**
GLA Grant	4.5	15.5	-	5.7	-	**21.2**
Other (incl Section 106/CIL)	7.1	4.9	2.1	0.6	1.0	**8.5**
Total Capital Income	**90.6**	**47.2**	**22.1**	**37.3**	**66.5**	**173.1**
Expenditure						
East Bank	(47.5)	(3.5)	(0.9)	(0.2)	(0.2)	**(4.9)**
Development	(29.0)	(27.2)	(45.8)	(20.1)	(18.3)	**(111.3)**
Estate & Neighbourhoods	(4.3)	(11.8)	(2.1)	(1.7)	(1.6)	**(17.2)**
Corporate Services	(1.1)	(0.5)	(0.4)	(0.5)	(0.3)	**(1.7)**
Stadium	(2.0)	-	-	-	-	**-**
Contingency	(5.9)	(4.8)	-	-	-	**(4.8)**
Corporation Tax	(0.8)	(1.7)	-	(2.3)	(4.0)	**(8.0)**
Total Capital Expenditure	**(14.1)**	**(18.8)**	**(2.5)**	**(4.5)**	**(5.8)**	**(31.6)**
Net Capital Expenditure	**76.5**	**28.3**	**19.6**	**32.9**	**60.6**	**141.5**
Cash adjustments for BBC/UAL loan funding	***(38.8)***	***5.0***	***5.0***	***5.0***	***5.0***	***19.9***

Capital receipts

4.6. Capital receipts over the next four financial years include:

- Income from the **Stratford Waterfront and Bridgwater Triangle** joint venture development These figures reflect the revised terms agreed with Ballymore in 2024, following delays due to viability challenges stemming from adverse market and macroeconomic conditions, as well as changes to fire safety regulations.

  The projections are updated to incorporate LLDC's latest house prices and construction cost inflation, alongside adjustments to the delivery programme. In addition, both inflation assumptions for the affordable housing component have been revised in response to significant challenges in the Registered Provider (RP) market, which has significantly dampened RP's demand appetite for new schemes.

  Progress continues on infrastructure works have infrastructure works have progressed at the Bridgewater Triangle site, supported by Homes England grant funding (see capital expenditure section). Meanwhile, Stage 3 design work for Stratford Waterfront is on track for completion in early January 2026.

[2] Via LLDC's website (see here)

- Land receipts from the **Pudding Mill Lane** joint venture a partnership between LLDC and Countryside Homes/Vistry Group. LLDC's share of profits from the development are expected to be received from 2030-31.
- Income from the **East Wick and Sweetwater** development. Phase 2 is now completing in stages and receipts are being received as open market units are sold. The developer – a joint venture between Balfour Beatty and Places for People – has appointed a contractor for Phase 3 and the first receipts are expected from 2028-29. The remaining phases fall outside of the four-year budget window and continue to present significant viability challenges to the developer.
- The **Hackney Wick Neighbourhood Centre** land receipt in 2027-28, reflecting the terms of the development agreement with Notting Hill Genesis.
- Income from the **Multi Storey Car Park** disposal which is expected to complete in the latter part of 2025-26.
- Land receipts from the **Rick Roberts Way** residential development are profiled for 2027-28. In light of the development agreement not being finalised with the preferred bidder in 2025, LLDC is currently reviewing alternative delivery strategies.
- Forecast **overage** from land previously disposed of.
- Expected receipts from the planned disposal of other **capital assets**.

East Bank

4.7. Income from East Bank includes:

- Contributions from the **BBC** towards the cost of constructing their building at Stratford Waterfront. These contributions, which will be funded via an interest-bearing loan facility from LLDC, are expected once the building reaches practical completion (now estimated for late 2025).
- Contributions from **UAL** towards a small amount of remaining works on their building.

Grant funding

4.8. The GLA provides **capital grant** funding, for example towards East Bank and to ensure LLDC remains within its borrowing limits. No additional capital grant is being requested from the GLA as part of this submission.

<u>Capital expenditure</u>

East Bank

4.9. Last year's budget submission included an increase of £53.8m[3] in the forecast total cost of **East Bank**, which, net of an additional £2.9m of income (mainly UAL contributions towards increases in their building costs) led to a net project cost increases of £50.9m. This was driven by design-related issues, contractor performance, settlements with key contractors above the AFC allowances and prolongation. This brought the total Construction AFC to £721.4m.

4.10. Since then, the project has progressed significantly, achieving the following milestones during the year:

- **University of the Arts London (UAL):** The London College of Fashion has started its third academic year on the Park, following its handover over to UAL in late August 2023. Work is ongoing to resolve a small number of outstanding defects, particularly within the mechanical, electrical, and plumbing (MEP) systems. These issues, resulting from the original contractor entering administration, are expected to be fully resolved by the end of 2025.

[3] £53.4m Construction and £0.4m LLDC Management Costs

- **V&A:** The V&A was granted early access to their building in November 2023 to begin their fit-out. Their lease was formally executed in February 2024. A small number of defects remain, and these are expected to be resolved by December 2025.
- **Sadler's Wells:** Building completion for Sadler's Wells was certified in mid-October 2024, with the lease signed the following month. Operational since early February 2025, the building has only a small number of minor defects still requiring resolution.
- **Retail:** Six retail units were handed over to LLDC in early June 2024 and subsequently leased to Stratford Waterfront Retail Management Limited, a wholly owned subsidiary of LLDC. The first unit, Draughts, opened in June, followed by Ginger and Mint in October 2025. The remaining two units are expected to open in the latter part of the 2025-26 financial year.
- **Public Realm:** The canalside public realm at Stratford Waterfront was opened to the public in August 2023. The remainder of the public realm was handed over to Stratford Waterfront Management Company Limited – jointly owned by East Bank tenants – on 9 July 2024. A limited number of defects remain, including damage caused by a vehicle collision on the Estate Road in November 2024, which is expected to be rectified by the end of November 2025.

4.11. Despite these successes, reflected in this year's budget submission is a further increase of c£12.5m[4] in the East Bank AFC, while income expectations have reduced by £6.8m due to the removal of the philanthropic contributions target (net of £0.4m increases in other income, mainly UAL contributions).

4.12. The forecast total construction cost of East Bank now stands at £733.5m, representing the 'worst case' outturn scenario reported by Mace, LLDC's project management partner for East Bank, updated for additional risk adjustments incorporated by LLDC. The increase is primarily driven by further prolongation impacts and increased contractor settlement risks. The existing budget assumed completion of the BBC building in mid-May 2025; however, this has been delayed due to a combination of construction complexities and contractor performance issues. The revised budget now allows for completion in December 2025.

4.13. LLDC continues to work actively with Mace and key contractors to complete the programme as quickly as possible while minimising the final cost outturn.

4.14. Construction of the UCL academic building at Marshgate was delivered directly by UCL (in addition to the student accommodation at Pool Street), hence no income or costs are included within LLDC's budget for this aspect of the East Bank project.

Development

4.15. Development costs over the next four years include equity investment in joint ventures to deliver the **Stratford Waterfront, Bridgewater Triangle, and Pudding Mill Lane** residential sites. These costs also cover the necessary infrastructure works to support delivery. For Bridgewater, this primarily relates to the newly completed pedestrian and cycle bridge connecting the development to Queen Elizabeth Olympic Park, Pudding Mill, and the Docklands Light Railway. This bridge is funded by a grant from Homes England, which also includes additional to support enabling works on the main Bridgewater Triangle site. These funds are being claimed by LLDC from Homes England and transferred to the joint venture as costs are incurred.

4.16. Work on the Strategic Outline Business Case (SOBC) for the redevelopment of **Stratford Station** is ongoing, with costs funded by LLDC, Network Rail, Transport for London and London Borough of Newham ('the partners'). The SOBC was submitted to Government on 1 August 2023 setting out how an enhanced station can deliver up to 10,000 new jobs, 150,000 sqm of commercial space, new retail and community

[4] £12.1m Construction and £0.3m LLDC Management Costs

space centre around a major new public square, up to 2,000 new homes (50% affordable), support the growth of east London, raise productivity and reduce carbon emissions. The partners are continuing to develop more detailed plans for the station's redevelopment through an enhanced SOBC, which is expected to be submitted to Government in early 2026.

4.17. Development costs also include **staffing**, which are capitalised against projects, as appropriate.

4.18. LLDC continues to maximise the level of affordable housing it can deliver within the constraints of its Long Term Model in accordance with the Mayor's Homes for Londoners Affordable Housing and Viability Supplementary Planning Guidance.

4.19. LLDC is delivering 50% affordable housing across its three remaining sites[5] using a 'portfolio approach' – i.e. an average of 50% across the three sites on a habitable room basis (assumed to be 30% London Affordable Rent and 70% Intermediate product[6]).

4.20. The following updates/changes have occurred since last year's budget submission:

- A revised approach to affordable housing inflation has been applied to income expectations from **Stratford Waterfront** and **Bridgewater Triangle** residential sites following challenges in the RP market. The budgets for Bridgewater Triangle incorporate a planned increase in the number of residential units, which are subject to planning approval.
- The procurement of a joint venture partner on **Pudding Mill Lane** was successfully concluded and contracts signed with Countryside/Vistry Group in December 2024. Design work is now underway, and the first land draw is expected in 2026-27.
- On the **Rick Roberts Way** site, , LLDC is currently reviewing alternative delivery strategies.

Estates and Neighbourhoods

4.21. This budget includes costs relating to **lifecycle works** on the Park, noting that LLDC has transferred responsibility for much of the venue lifecycle works under the new operational contracts, which were finalised during 2024. LLDC currently retains responsibility for lifecycle works at the ArcelorMittal Orbit (AMO), with budget provision in place for major lift upgrades and fire-resistant painting works carried out during 2024-25 and 2025-26.

4.22. The budget also includes costs associated with the delivery of the Park Central/Green Spine project, which will enhance the Park with high-quality landscaping and improved cycling and walking connections to surrounding communities.

4.23. The budget also includes some provision for **sustainability projects**, which are reflected within LLDC's London Climate Budget (see Section 8).

Corporate Services

4.24. Expenditure includes the costs of IT projects[7] (for example, Smart Park and IT equipment refresh), staff working on capital projects and the provision of assurance on East Bank until 2025-26.

Commercial Strategy

4.25. Last year's Long Term Model included provision for investment in improved digital signage across the Park, which will no longer be pursued due to limited market interest. The allocated budget is being retained, however, for potential investment in

[5] Stratford Waterfront, Pudding Mill Lane (which includes Bridgewater Triangle, albeit this is being delivered alongside Stratford Waterfront) and Rick Roberts Way

[6] Stratford Waterfront was assumed to be 100% intermediate product (of the 35% affordable housing)

Investable Propositions identified in the Framework. Note that potential income from the Investable Propositions is not yet reflected in LLDC's budget.

Contingency

4.26. LLDC maintains a level of corporate contingency, which is informed by a Quantitative Risk Assessment (QRA)[8]. Note that this excludes major projects, such as East Bank, which have their own contingency, QRA and risk monitoring processes. All draws on corporate contingency are required to go through a formal change process administered by LLDC's Corporate Change Board.

Corporation Tax

4.27. As a Mayoral Development Corporation, LLDC is subject to Corporation Tax on the income it generates (capital and revenue). Certain costs are allowable against this income when determining the net liability. LLDC previously submitted a non-statutory clearance application to HMRC seeking confirmation that the significant cost of delivering East Bank is allowable as a deductible expense. HMRC issued a positive response on this during 2024.

4.28. LLDC is awaiting the conclusion of a related query raised by HMRC regarding the use of taxable losses generated by the London Stadium (via E20 Stadium LLP). This matter is ongoing at the time of writing.

Net borrowing

4.29. The following table shows the total borrowing requirement in the proposed budget against the current borrowing limits. LLDC's borrowing limit, set by the GLA, is £550m reflecting that its capital programme is a complex long-term forecast of expected receipts and costs and is, therefore, subject to significant volatility, particularly in the short and medium-term. The following table shows that LLDC is forecast to be within its borrowing limits for the next four years, albeit with limited headroom.

Summary of Borrowing Requirements	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m	2028/29 Plan £m	2029/30 Plan £m
Opening Borrowing Requirement	514.3	531.2	519.5	541.6	524.1
Net Capital Expenditure	0.3	2.2	27.1	(12.6)	(42.2)
Cash Adjustments for BBC/UAL Loan Funding	38.8	(5.0)	(5.0)	(5.0)	(5.0)
Settlement of E20 Loan by GLA	(22.2)	(8.9)	-	-	-
Closing Capital Requirement	**531.2**	**519.5**	**541.6**	**524.1**	**477.0**
Authorised Borrowing Limit	550.0	550.0	550.0	550.0	550.0
Headroom	18.8	30.5	8.4	25.9	73.0
Change in net borrowing requirement [1]	0.0	0.7	27.3	42.3	78.0

[1] from prior year submission (including rollovers)

4.30. There are various risks to LLDC's Long Term Model (see Appendix 2), including from the current macroeconomic and market issues being faced, and limited headroom to absorb these risks without further support from the GLA. LLDC's borrowing position will therefore be monitored closely through 2026-27 and reviewed again with the GLA as part of next year's budget submission.

[8] Risks in the QRA include the Park Headquarters relocation and options for future use of the Old Ford site wastewater treatment plant

Key changes since the 2025-26 budget submission

4.31. The key changes between the capital plan presented last year[9] and that presented this year are detailed in this section.

Changes - Capital	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m	2028/29 Plan £m	2029/30 Plan £m	Total Budget/Plan £m
Net Capital Expenditure per 2025/26 Submission (incl rollovers)	**(5.6)**	**7.4**	**1.9**	**27.7**	**77.8**	**114.8**
Income						
Capital receipts	5.9	(15.7)	(20.7)	(19.0)	(41.5)	**(96.9)**
East Bank	(6.9)	-	-	-	-	**-**
GLA Grant	-	(8.9)	-	-	-	**(8.9)**
Other (incl Section 106/CIL)	(5.7)	2.2	0.7	(0.4)	-	**2.4**
Expenditure						
East Bank	(9.7)	(2.5)	(0.1)	(0.1)	(0.1)	**(2.7)**
Development	7.2	23.0	(16.7)	0.1	(4.4)	**1.9**
Estates & Neighbourhoods	9.9	(10.3)	(0.2)	(0.1)	(0.1)	**(10.6)**
Corporate Services	-	(0.3)	(0.2)	(0.2)	-	**(0.7)**
Contingency	0.2	(0.0)	3.7	0.1	0.1	**3.9**
Corporation Tax	4.7	2.6	4.5	4.5	10.4	**22.0**
Total Capital Changes	**5.5**	**(9.8)**	**(29.0)**	**(15.1)**	**(35.7)**	**(89.5)**
Net Capital Expenditure per 2026/27 Submission	**(0.1)**	**(2.4)**	**(27.1)**	**12.6**	**42.2**	**25.3**

4.32. The key changes across the *financial years 2026-27 to 2029-30* include:

Income

Capital receipts (£96.9m net decrease)

- A rephasing of expected profits from the Stratford Waterfront and Bridgewater joint venture due to the programme delays (first share of profits now expected in 2030-31 rather than 2029-30).
- A rephasing of expected profits from the Pudding Mill Lane joint venture following an update to the developer's model and changes to assumptions regarding affordable housing inflation.
- Rephasing of East Wick and Sweetwater receipts to incorporate the developer's latest programme.

GLA capital grant (£8.9m net decrease)

- The reduction is due to the settlement of the E20 Stadium LLP loan by the GLA following its transfer to Greater London Authority Holdings Limited on 31 March 2025. No additional capital grant is being requested from the GLA as part of this submission.

Expenditure

East Bank (£2.7m increase)

- The increase in the East Bank AFC referenced earlier in the paper is predominantly expected in 2025-26 with a residual amount (£2.5m) in 2026-27.

Development – other (£1.9m decrease)

- Largely the rephasing of the equity payments required for investment into the joint ventures to deliver the Stratford Waterfront and Bridgewater and Pudding Mill Lane.
- Also includes capital works funded via Section 106 and Community Infrastructure Levy contributions**.**

Estates and Neighbourhoods (£10.6m increase)

[9] Including 2024-25 year-end rollovers as reported to the Board in June 2025

- This primarily reflects the rephasing of the investment earmarked originally allocated to the digital signage project, moving from 2025-26 into 2026-27; this provision will now be available for other investment opportunities, subject to satisfactory business cases. It also includes the reprofiling of AMO lifecycle works, which are now expected to be delivered in 2026-27.

Contingency (£3.9m decrease)

- Contingency released to offset risks that have crystalised during the budget setting process.

Corporation Tax (£22.0m decrease)

- The consequential impact of all the above changes but includes timing impacts (i.e. the tax will still be incurred but beyond the four-year budget period)**.**

5. REVENUE BUDGET

Background

5.1. The difference between LLDC's revenue income and expenditure is met by grant from the GLA and the use of grant funding carried forward from previous years.

5.2. As part of LLDC's planning for its next phase, a new organisational structure was implemented from 1 April 2025, with a reduction in the overall size of the organisation. Accordingly, LLDC's core revenue grant allocation from the GLA reduced has reduced significantly from 2025-26 onwards.

5.3. For the long-term financial sustainability of the Park, the objective is that, when LLDC's developments have built out and the Fixed Estate Charge reaches its peak (anticipated in the mid-2030s), the requirement for grant funding from the GLA will be eliminated. The new Framework will now enable LLDC to determine how this objective can be achieved, particularly through increasing commercial income and attracting significant inward investment to the Park.

5.4. The following table sets out LLDC's funding position allocation prior to the start of the 2026-27 budget submission process; as can be seen, LLDC's starting point for this year's budget submission process was a balanced funding position.

Revenue Budget	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m	Total £m
GLA grant				
Core revenue grant	11.3	11.5	11.7	34.5
Funding transferred to London Stadium*	-	(0.8)	(1.4)	(2.2)
Carried forward	8.7	-	-	8.7
Total GLA grant	**20.0**	**10.7**	**10.3**	**41.0**
Funding gap	**-**	**-**	**-**	**-**

*agreed in 2024/25 budget submission

5.5. The LLDC revenue income and expenditure forecast at 30 September 2025, and for the next three financial years, is shown in the following table:

Revenue - LLDC	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m	2028/29 Plan £m	Total £m
Income					
Estates & Neighbourhoods	7.1	9.0	10.0	10.7	**36.9**
Trading	10.7	11.4	10.8	10.8	**43.7**
Corporate Services	0.2	0.2	-	-	**0.4**
Development	0.8	0.8	0.8	0.8	**3.2**
Inclusive Growth	1.3	0.6	0.5	0.4	**2.8**
Total Income	**20.1**	**22.0**	**22.1**	**22.8**	**86.9**
Expenditure					
Estates & Neighbourhoods	(13.6)	(14.1)	(14.1)	(14.5)	**(56.3)**
Trading	(8.9)	(9.1)	(8.9)	(9.2)	**(36.2)**
Corporate Services	(8.2)	(7.9)	(7.8)	(7.9)	**(31.8)**
Development	(0.4)	(0.0)	(0.0)	(0.0)	**(0.5)**
Inclusive Growth	(2.3)	(1.9)	(1.8)	(1.7)	**(7.7)**
Contingency	(3.5)	(1.2)	(1.2)	(1.4)	**(7.4)**
Total Expenditure	**(36.9)**	**(34.3)**	**(34.0)**	**(34.8)**	**(139.9)**
Net Expenditure	**(16.8)**	**(12.3)**	**(11.9)**	**(12.0)**	**(53.0)**
GLA funding:					
Core grant	11.3	11.5	11.7	12.0	**46.5**
Funding transferred to London Stadium*	-	(0.8)	(1.4)	-	**(2.2)**
Brought-forward funding	8.7	-	-	-	**8.7**
Carried-forward funding	(3.2)	1.6	1.6	-	**-**
Funding gap	**-**	**-**	**-**	**-**	**-**

*agreed in 2024/25 budget submission

5.6. The funding carried forward by LLDC from previous years is forecast to be fully used across the budget period. This is net of £2.2m of funding that was released as part of the London Stadium transfer to Greater London Authority Holdings Limited on 31 March 2025.

5.7. LLDC does not require additional revenue funding for the budget period; however, this leaves reduced contingency balances that are low considering the revenue risks faced by LLDC, such as further delays in obtaining commercial income.

5.8. The following sub-sections provide more information on the proposed revenue budget submission.

Revenue income

Development

5.9. Development income is now largely rental income from the LLDC-owned Phase 1 units at East Wick and Sweetwater development (prior to eventual disposal).

Corporate Services

5.10. The income includes interest received on LLDC's bank balances.

Estates and Neighbourhoods (excluding Trading)

5.11. Largely income from the Fixed Estate Charge, a charge on all occupiers of the Park to contribute towards the cost of maintaining the Park and its facilities. LLDC's income from this charge increases as East Bank buildings are handed over (to the partners) and residential developments are completed, and more occupiers move onto the Park in the later years.

5.12. Expected income from LLDC's entitlement to a share of net rental income from Here East under the terms of their lease and other income, which comes from short-term

programmes and events that take place on the Park and from LLDC's car park facilities10.

5.13. Last year's budget submission included funding for enhanced digital signage across the Park, aimed at delivering placemaking and commercial benefits for LLDC through advertising and sponsorship. However, following an unsuccessful procurement exercise in 2024, the delivery strategy was revised and associated income projections were removed from this year's budget.

5.14. LLDC's new Framework for Inclusive Growth will guide the identification of fresh commercial opportunities across the Park and its assets. Some of these may require capital investment, and work to assess their viability will continue over the coming year.

5.15. Current income expectations included in this year's budget (within Estates and Neighbourhoods) relate to commercial opportunities from the Park assets, such as advertising, sponsorship and naming rights opportunities that are currently being worked up. There are also stretch targets built into commercial income budgets based on potential other commercial opportunities being explored.

Inclusive Growth

5.16. 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.

5.17. 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.

5.18. Using its levers as a landowner 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

5.19. This budget submission includes investment in the Inclusive Growth directorate to support the organisation's strategic objectives in line with the Framework.

5.20. For 2026-27, the Inclusive Growth income is forecast from the following:

- Future projects testbed: this involves scoping the potential to extend current projects in delivery (Future Industries Demonstrator and Design to Deliver), innovation challenge scoping with other partners (public and private) and scoping EU funded projects.
- CORESPACES: EU funding of £0.5m to transform urban public spaces by addressing critical challenges related to space scarcity, mobility, energy efficiency and sustainability.
- Consultancy: £0.2m of expected income associated with consultancy work.
- Services provided to residential joint ventures: for social impact activities.

- Additional stretch targets: of £0.2m per annum for inclusive growth and innovation investment opportunities.
- To ensure that Growth Borough residents benefited from the East Bank development, the Inclusive Growth Directorate used its revenue funding to secure additional revenue funding and in-kind contributions from multiple sources for a more comprehensive and coherent Creative Careers programme delivered through its flagship Good Growth hub based at Hackney Bridge.

Revenue expenditure

Corporate Services

5.21. Budgets for the Corporate Services directorate include:

- Finance, IT, governance and programme assurance, commercial, procurement, legal and professional fees (including tax advice), insurance, internal and external audit, commercial assurance and the costs of the LLDC Board. Legal, secretariat, indirect procurement categories and internal audit are provided through a shared service with the GLA, which was expanded to IT services from March 2025 onwards (provided by Transport for London).
- Communications and media activities, including monitoring and dealing with media requests, design and implementation of corporate communications (such as the quarterly corporate performance report, statutory annual report and the website), stakeholder management, strategy development and preparation of branded material for the Park
- Office accommodation, people and organisational development activities such as training and recruitment.
- Staffing costs for the directorate.

Estates and Neighbourhoods (excluding Trading)

5.22. Budgets for this directorate include:

- Day-to-day operational costs of the Park, a significant element being estate and facilities management of the Park, which is conducted under a third-party contract. In addition, there are other costs including Park security, utilities and rates.
- The directorate's budget includes funding for activities promoting environmental sustainability, supporting the Mayor of London's sustainability objectives across the Park's operation and development. Activity includes the development and delivery of a Climate Action Strategy in pursuit of a 1.5 degree aligned future (targeting net zero carbon by 2030 and improving the climate resilience of the Park). Specific areas of focus include reducing carbon emissions (operational and embodied); sourcing more renewable energy; offsetting all flights; and working in collaboration with internal and external partners to support the decarbonisation of the Park District Energy Network.
- Expenditure on marketing promotions for the Park and attractions.
- Budget for the estimated costs of fulfilling the commercial-related income.
- Staffing costs for the directorate.

Inclusive Growth

5.23. Budgets for the Inclusive Growth directorate include:

- Community Anchor Network (*CAN*) *and Elevate:* this underpins the Park's inclusive growth programme, connecting people, place and opportunity through youth leadership and community partnership*.* Both programmes strengthen community infrastructure by enabling young people and local communities to influence and co-create decisions that shape the Park's future. The budget

combines LLDC's investment and projected external funding to commission CAN and Elevate to deliver co-design and community engagement services.

- *Inclusive Growth:* LLDC's contribution funds one-third to the Park creative careers programme that supports delivery of the inclusive talent strategy. This one-third contribution enables LLDC to maintain strategic influence of delivery, provide delivery stability over time and attract match funding within a multi-partner mixed funding model. Funding will be utilised for a mix of delivery from school aged to working aged east London residents that seek to inform and excite about the creative-cultural sector then equip residents that face barriers to entry with the knowledge, skills and resilience to thrive in this sector.
- *Innovation:* This enables LLDC to explore innovative approaches to collaboration with partners around the health and wellbeing theme in the Framework. LLDC's funding will be used to leverage match funding and investment from partners and funders.
- *CORESPACES:* This expenditure is for the externally funded Core Spaces Programme. This programme is an EU Horizon research and development programme utilising the Park as test bed in activity to create inclusive, sustainable and connected spaces.
- Staffing costs for the directorate, some of which are covered by the external funding described above.

Trading

5.24. A breakdown of LLDC's current Trading activities, which includes venues on and around the Park, is provided in the following table.

Trading	2025/26 Forecast £000	2026/27 Budget £000	2027/28 Plan £000	2028/29 Plan £000	Total £000
Trading Income					
3 Mills Studios	8,477	9,143	9,417	9,605	**36,642**
ArcelorMittal Orbit	10	17	17	18	**62**
Kiosks	66	67	69	70	**272**
London Aquatics Centre and Copper Box Arena	136	142	130	130	**538**
Off Park Assets	104	63	-	-	**166**
On Park Assets	1,347	1,152	269	4	**2,772**
Riverside East	385	393	401	409	**1,589**
Timber Lodge Café	51	52	53	57	**212**
Telecoms	89	69	69	69	**297**
East Bank retail	55	270	348	475	**1,148**
Total Trading Income	**10,718**	**11,368**	**10,773**	**10,838**	**43,697**
Trading Expenditure					
3 Mills Studios	(8,068)	(8,229)	(8,393)	(8,561)	**(33,251)**
ArcelorMittal Orbit	-	-	-	-	**-**
Kiosks	(10)	-	-	-	**(10)**
Telecoms & Wifi	(5)	(5)	(5)	(5)	**(20)**
London Aquatics Centre and Copper Box Arena	(607)	(615)	(428)	(502)	**(2,152)**
Off Park Assets	(29)	(29)	(31)	(32)	**(122)**
On Park Assets	(22)	(22)	(22)	(23)	**(89)**
Riverside East	-	-	-	-	**-**
Timber Lodge Café	(30)	(30)	(30)	(32)	**(122)**
East Bank retail	(160)	(160)	(35)	(48)	**(401)**
Total Trading Expenditure	**(8,930)**	**(9,090)**	**(8,945)**	**(9,203)**	**(36,167)**
Net Trading	**1,788**	**2,279**	**1,828**	**1,635**	**7,529**
Net Trading					
3 Mills Studios	409	914	1,024	1,044	**3,391**
ArcelorMittal Orbit	10	17	17	18	**62**
Kiosks	56	67	69	70	**262**
London Aquatics Centre and Copper Box Arena	(471)	(473)	(298)	(372)	**(1,614)**
Off Park Assets	75	33	(31)	(32)	**45**
On Park Assets	1,325	1,130	246	(19)	**2,683**
Riverside East	385	393	401	409	**1,589**
Timber Lodge Café	21	22	23	25	**90**
Telecoms	84	64	64	64	**277**
East Bank retail	(105)	111	313	428	**746**
Net Trading	**1,788**	**2,279**	**1,828**	**1,635**	**7,529**

Trading income and expenditure

5.25. Trading income is derived from rental and other income from venues on the Park (including ArcelorMittal Orbit, the London Aquatics Centre and the Copper Box Arena), other sites held by LLDC, such as 3 Mills Studios, and the interim uses of development plots prior to construction start on site.

5.26. LLDC outsources its key operational contracts, for example to Sports Limited Management (Everyone Active) for the London Aquatics Centre and Zip World for the ArcelorMittal Orbit.

Contingency

5.27. LLDC maintains a level of corporate contingency, which is held for specific risks. In 2026-27 this includes provision for staff-related costs remaining from the evolution of LLDC (redundancy and pension strain) and to mitigate adverse positions against commercial income delivery.

5.28. The contingency provisions are low considering the revenue risks faced by LLDC, such as further delays in obtaining commercial income. This will be monitored closely with the GLA.

Inflation and reserves

5.29. The budget includes a 2.5% provision for pay inflation (c£0.2m). Other than for specific contracts, such as security, which reflect increases for London Living Wage, non-pay inflation is offset by reductions in expenditure post LLDC's evolution from 1 April 2025.

5.30. LLDC's reserves are subsumed into the GLA's earmarked Mayoral Development Corporation reserve. LLDC's carried forward funding is managed via this reserve.

Key changes since the 2025-26 budget submission

5.31. The changes in the **revenue income** are shown in the following table:

Changes - Revenue income	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m
Total Revenue income per 2025/26 submission (incl rollovers)	**19.9**	**23.2**	**26.3**
Estates & Neighbourhoods	-	(2.5)	(4.7)
Trading	-	0.5	-
Corporate Services	-	0.2	-
Development	-	-	(0.1)
Inclusive Growth	0.2	0.6	0.5
Total changes	**0.2**	**(1.3)**	**(4.2)**
Total Revenue income per 2026/27 submission	**20.1**	**22.0**	**22.1**

5.32. The key drivers of change (over the two years from 2026-27[11]) are:

- A small increase in **Fixed Estate Charge**, reflecting inflation uplifts, offset by delays to the completion of East Bank buildings (in 2025-26).
- A reduction to income projections within **Estates and Neighbourhoods** following the removal of anticipated income from the Digital Signage project.
- Various movements to **Trading** and property rental income forecasts, including increases in income from the interim uses of LLDC's development plots where development is yet to commence) and other On Park Properties
- An increase in income in **Corporate Services** relating to interest received on cash balances held.

[11] 2028-29 is not included as it was not part of the prior year submission period.

- Additional Income related to **Inclusive Growth** in particular the CORESPACES (EU funded) grant, consultancy income and services to LLDC's two residential joint ventures.

5.33. The changes in **revenue expenditure** are shown in the following table:

Changes - Revenue expenditure	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m	Total £m
Total Revenue expenditure per 2025/26 submission (incl rollovers)	**(40.0)**	**(34.0)**	**(36.6)**	**(70.6)**
Estates & Neighbourhoods	0.8	0.9	2.7	**3.6**
Trading	(0.1)	(0.2)	(0.1)	**(0.3)**
Corporate Services	-	(0.3)	(0.1)	**(0.4)**
Development	(0.3)	-	-	**-**
Inclusive Growth	-	(1.2)	(1.1)	**(2.3)**
Contingency	2.7	0.6	1.2	**1.8**
Total changes	**3.1**	**(0.2)**	**2.6**	**2.4**
Total Revenue expenditure per 2026/27 submission	**(36.9)**	**(34.3)**	**(34.0)**	**(68.2)**

5.34. The key drivers of change (over the two years from 2026-27) are:

- A decrease in **Estates and Neighbourhoods** expenditure mainly relating to fulfilment costs associated with the Digital Signage project.
- An increase in **Corporate Services** relating to external audit fees (as determined by Public Sector Audit Appointments Limited) and seed funding to support delivery of the Framework and corporate memberships.
- An increase in **Development** seed funding to support the exploration of investable propositions in 2025-26.
- An increase in **Inclusive Growth** costs to cover the priorities set out earlier.
- A decrease in **corporate contingency** to cover specific risks that have materialised (including the delays in securing commercial/sponsorship in come).

6. SAVINGS AND EFFICIENCIES

6.1. LLDC has delivered substantial savings and efficiencies in previous years, including approximately £6.3m in 2025-26, driven by a significant reduction in core costs following the planned organisational changes.

6.2. A further £0.9m in savings is recognised in the 2026-27 budget, achieved through a combination of cost reductions and income-related efficiencies. However, the scope for additional savings from LLDC's discretionary cost base is now limited.

Revenue savings	2026/27 Budget £m	2027/28 Budget £m	2028/29 Budget £m
Estates & Neighbourhoods	0.1	0.1	0.0
Trading	0.5	0.2	-
Corporate Services	0.2	0.2	0.1
Staffing	0.1	0.1	-
Total savings	**0.9**	**0.6**	**0.1**

7. DIVERSITY AND INCLUSION

7.1. LLDC's refreshed Inclusion Strategy is built in partnership with LLDC's internal colleague networks, including the Race, Culture and Equity network, the LGBTQ+ network and the Inclusive Access and Disability network, and has been shaped around four strategic themes, consolidating previous improvements and charting a clear vision for the next few years.

7.2. The refreshed strategy has four strategic themes that were identified as high impact action areas: 'Visible and Equipped Leadership', 'Diverse Workforce Representation', 'Strong Employee Voice', and 'Learning Culture'.

7.3. The strategy was developed through extensive engagement and consultation, including diagnostics and dialogues with colleagues. LLDC's work is also informed by external challenge and best practice, including through the Mayor's Diversity Standard, work with Inclusive Employers and external networks.

7.4. LLDC is dedicated to reflecting the vibrant diversity of the growth boroughs and London within its workforce, embodying the organisation's values both internally and externally. LLDC integrate equity and inclusion throughout its policies, practices, contracts, and services.

7.5. In the external programmes and projects that LLDC undertakes, it consults, co-designs and engages with local communities and community partners. This includes consultation on its development projects and planning applications through various fora including Elevate, Youth Leadership Board and the Park Panel, which comprise local residents, communities and businesses. All applications are reviewed to ensure excellent and inclusive design.

7.6. LLDC's Employment Skills and Education programme connects local talent to learning, career development and job opportunities in and around Queen Elizabeth Olympic Park. This includes programmes that connect into the cultural, creative, digital, and the built environment sectors operating on the Park. It also includes apprenticeships and internships to equip residents and young people with the technical skills required to access jobs in these sectors.

7.7. LLDC has ring-fenced budget for its work on inclusion and diversity and is protecting this during the evolution of the organisation, to ensure it is able to commit to progressing the agenda over the coming years.

8. LONDON CLIMATE BUDGET

Introduction

8.1. The Mayor of London has set a target to achieve net zero carbon by 2030. This ambition requires all areas of the GLA group to contribute to achieving this target. LLDC fully supports this ambition, and its wider sustainability commitments and initiatives are fully aligned with Mayor's net zero 2030 strategy.

- LLDC has adopted a Climate Action Strategy (CAS) which is directed by a clear corporate governance structure and accountability for delivering net zero carbon across the functions of the organisation.
- The result is a credible climate emergency response and plan for delivery which is linked to the GLA's climate budget, offering a financial lens through which to consider the cost/ benefit of an effective climate emergency response.

Overview

8.2. This section of the submission outlines LLDC's response to supporting the Mayor to achieve his target to make London net zero carbon by 2030, and to make London more resilient to the impact of climate change. LLDC's 2026-27 Climate Budget submission to the GLA considered 'Corporate Level' (previously referred to as 'Level 1') emissions and 'Programme Level' (previously referred to as 'Level 2') emissions reporting, defined by the GLA Climate Budget Working Group as follows:

- LLDC's estimate of baseline emissions trajectory to 2030 for the agreed scope (see figure 3.4 below).
- Corporate Level - Summary of the funded and unfunded actions needed to reduce LLDC's emissions to net zero by 2030, the emissions reductions associated with each action, the associated costs and,
- Programme Level - Summary which includes the GLA Group's impact on emissions across London.

Corporate Level emissions

8.3. For the purposes of this submission, the following climate measures are included within the scope of LLDC's budget.

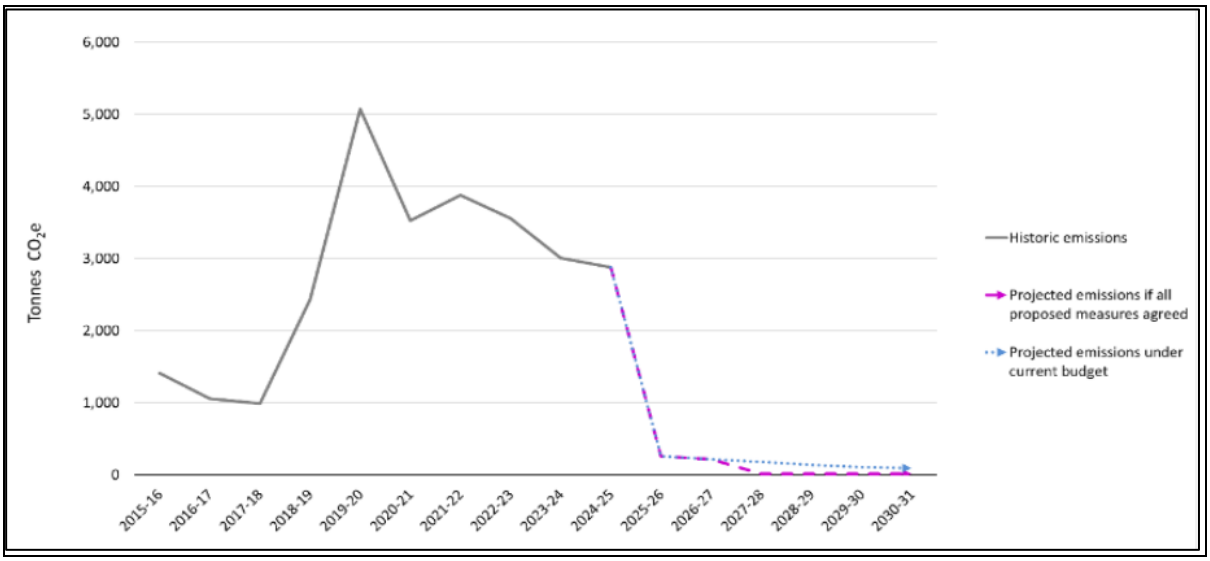
8.4. Actions to reduce 'Scope 1' (direct emissions from owned or controlled sources) and 'Scope 2' (indirect emissions from the generation of purchased electricity, heating, and cooling) emissions from the following areas:

- Estate (head offices, operational buildings, let properties under management).
- Support fleet (LLDC has no GLA-defined "operational fleet").
- Staff air travel.

8.5. The following items are excluded from the scope for 2026-27, although it is expected that they will be included within the London Climate Budget at a future date. These items are likely to have a significant impact on reducing London's overall emissions in the future:

- Items not already within budget for 2026-27.
- 'Scope 3' (previously referred to as 'level 3') greenhouse gas emissions, from the consumption of goods and services (considering the emissions from production, transportation, and disposal of goods).

8.6. The following graph highlights the impact of LLDC's implemented and planned climate measures on its scope 1 and scope 2 CO_2 emissions profile to 2030.



Notes:

- The graph shows historic emissions (grey), projected emissions based on measures included in current budget (blue) and projected emissions when including all actions not currently in budget (purple).
- This graph is updated each year with new data on the latest actual (historic) emissions, any new measures that have been funded (blue line) and any changes to unfunded measures (purple line).

- Historic emissions include transformation from Olympic venues' 'Games mode' to improved efficiency in 'Legacy mode' from 2014 to 2016. Acquisition of the London Stadium operator is reflected in the grey line's peak in 2018, before energy consumption is reduced. Some of the subsequent reduction is the result of energy efficiency measures but includes the substantial impact of the Covid-19 pandemic.
- The grey line rebounds in 2020 following the Covid-19 pandemic, before showing a continuous trend of emissions reductions from 2021 associated with implemented emissions reduction and efficiency measures to 2024.
- The significant reduction in emissions projected through the period 2024-25 - 2025-26 is mostly attributed to the transfer of the management and operational responsibilities of London Stadium away from LLDC.
- The Projected emissions reductions indicated by the blue line from 2026 onwards corresponds with the projected decarbonisation of electricity grid, and the implementation of climate action measure included in this budget. As a result, the residual carbon in 2030 is 94 tonnes.
- From 2027, the dashed purple line includes the potential (2026-27) switch to renewable electricity for all electricity use under a GLA group power purchase agreement (PPA)1. The residual amount following this action is 15 tonnes CO_2 per year from diesel fuel use for the ground's maintenance of the Park.
- Emissions from refrigerants in air conditioning units are not included in the emissions profile due to the relatively small quantities and limited data.

8.7. The budget consists of four Corporate Level climate measures currently included in LLDC's budget, and are set out in the table below (further details can be found in Appendix 4):

Climate Measure	**Anticipated reduction in tonnes CO_2 emissions 2026 to 2028**	**Anticipated total funding required 2026 to 2028 (£000)**	**Type of funding needed (Capital/ Revenue/Mixed)**
Refurbishment of Old Ford wastewater treatment plant and the relocation of LLDC's Park Depot to the refurbished building.	8	128[2]	Capital
Procurement of a PPA to supply electricity to LLDC's operations across the Park.	0	n/a	Revenue
Green Spine, green infrastructure project incorporating climate resilience features.	N/A	1,490	Capital/ revenue
Public realm lighting improvements.	3	120	Capital

8.8. The actions required to implement the climate measures outlined in the table above and summarised below are budged at £1.7m and are included in LLDC's Long Term Model:

- The closure of temporary buildings and occupation of the refurbished Old Ford building is undergoing business case development prior to approval.

- Contractual agreements for entering a PPA progressing, being led by the GLA's Collaborative Procurement Team, completion of phase 1 design of the green spine project in 2025-26 and construction work in 2026-27.
- Lighting improvements across the Park public realm will result in improved public safety and operational efficiency through lower energy lighting design and technology.

Climate risk and adaptation

8.9. LLDC has recently completed several pieces of work to help inform our decision making in relation to climate resilience and adaptation. The "evidence-based" reports include a Climate Risk Materiality Assessment with recommendations for priority actions. This assessment is being used to draft a physical climate risk action plan.

8.10. Risks areas identified as moderate to high in the climate risk materiality assessment include risks to:

- Ecosystems and wildlife from wildfire.
- Woodland and trees from pests, pathogens, and invasive species.
- Freshwater ecosystems (due to algae spread).
- Financial and energy security associated with the reliance of grid electricity and fossil fuels.
- Employees and Park users from extreme heat

Future corporate level climate actions

8.11. As can be seen in the graph (the emissions gap in delivering the Mayor's net zero 2030 target has reduced in part due to structural changes in LLDC's operation responsibility, but also due to greater certainty in the development of a PPA and the energy efficiency measures implemented or planned.

8.12. Further studies will be undertaken to identify energy efficiency opportunities that will complement the actions described in Appendix 5 and 6. This will focus on public realm lighting, further reducing or ending diesel fuel use from operations, and energy efficiency measures in our operations which will inform next year's London Climate Budget submission to reduce the 15 tonnes CO_2 of residual emissions in 2030.

8.13. The Green Spine project is one of LLDC's first major civil works projects on Queen Elizabeth Olympic Park. The project will help to reduce the local urban heat island effect support biodiversity improvements, support surface water management and improve water quality.

8.14. In addition to the mitigation actions described above, actions will be identified and developed into priority physical climate adaptation and risk management actions to be included in climate budget.

8.15. The actions summarised in the climate budget section of LLDC's wider budget submission respond to the specific climate budget reporting requirements defined by the GLA. LLDC is pursuing broader objectives related to an effective climate emergency response, as defined in its CAS. Progress against the CAS is reported annually.

Programme level climate actions

8.16. Programme Level measures that will impact London's emissions beyond LLDC's estate and fleet include:

- Continuing the work to support the decarbonisation of Queen Elizabeth Olympic Park's district energy network (DEN).
- LLDC is collaborating closely with the operators of the DEN to support the operators in the identification and implementation of decarbonisation actions.

- The impact of the DEN decarbonisation will benefit residents and businesses currently connected to the network as well as future residents and businesses (within and outside of LLDC's estate) with the potential to deliver low cost, low carbon heat.
- Stratford Station reconfiguration proposal for a major bus and rail network improvement plan to improve Stratford station.
- LLDC is a key strategic partner in the planned redevelopment of Stratford Station. The redevelopment proposal will address several socio-economic challenges but also has scope to enable carbon reduction and air quality improvements through improvements to journey times, passenger experience and climate consideration included in the final plan.

Future programme level climate actions

8.17. LLDC will continue to be a key partner in the planning of the above projects to support the Mayor's carbon reduction and environmental objectives for London. Both projects offer environmental social and economic benefits to the people of east London.

8.18. In addition to the above, through LLDC's Climate Action Forum and LLDC's ongoing collaboration with venue operators and local businesses, a new programme of work will support the identification and implementation of climate actions outside of LLDC's estate and operational control.

Co-benefits associated with climate measures

8.19. The climate measures above, in addition to their direct impact in lowering emissions, also provide co-benefits. These include:

- Reduced operational costs through low carbon energy efficient measures.
- Improved air quality due to a reduction in emissions to air associated with energy generation.
- Improved working conditions due to the relocation of staff to the Old Ford site from temporary sites and accommodation.
- Biodiversity improvements and flood mitigation measures at the Old Ford site.
- Supporting the increase in renewable energy generation into the UK grid.
- Facilitates active travel, social, and wellbeing opportunities.
- Incorporates design and specification to support the reduction of whole life cycle carbon.

Scope 3 emissions

8.20. In future years, the climate budget will encompass scope 3 supply chain and embodied carbon emissions. Whilst not part of the climate budget this year, we are already targeting new residential developments to achieve net zero carbon by 2038 when taking into consideration the whole lifecycle approach.

Green tariffs and air travel

8.21. LLDC anticipates transferring from a REGO3-back renewable energy contract to the GLA's renewable Power Purchase Agreement (PPA) following the initial PPA that is being secured by Transport for London.

8.22. Emissions from staff air travel have been calculated as 6.6 tonnes CO_2 in the 2024/2025 financial year. LLDC's approach to offsetting these emissions is to use an independently verified tree planting carbon offset scheme – delivered by Trees for Cities, which is independently verified. Due to the relatively small amount of offset necessary for LLDC flights, emissions are aggregated over 2-4 years and offset accordingly to achieve a greater impact.

The main uncertainties inherent in the LLDC climate budget process are as follows:

8.23. Data accuracy of likely future consumption compared with current. As the climate budget becomes more embedded into LLDC's budget setting and CAS this data is becoming more exact at corporate level, which is an approach we are developing at programme level. Work is ongoing to develop and refine this further, considering future scope 3 reporting needs.

8.24. The availability of funding and the terms of any associated grant or borrowing.

8.25. External dependencies which may affect carbon emissions (e.g. the type and timing of development agreements; scale and scope of operations such as with the number and types of events on the Park).

8.26. Uncertainties in relation to actual capital expenditure on energy efficiency and carbon reduction measures on the Old Ford renovation project, and the long-term energy price resulting from the procurement of renewable energy. More accurate estimates will be made available once these projects near implementation. Due to these uncertainties and other variables increases or decreases in costs are considered to be neutral for the purpose of this budget.

9. DELIVERABLES

9.1. The key deliverables for 2026-27 are set out below (updates on the 2025/25 deliverables can be seen in LLDC's quarterly Corporate Performance Reports, published on its website here) – note this is not an exhaustive list:

Strategic Framework

- Work with stakeholders to undertake partnership working to deliver on the themes set out in the Framework for Inclusive Growth, including those listed below and other opportunities to be determined.
- Develop and publish an Investment Prospectus to drive investment and funding for the Park.
- Complete an outcomes framework to set out how LLDC will monitor, measure and evaluate success in the short, medium and long term.

Habitat

- Publication and delivery of a 5-year Development Strategy setting out how it will deliver the remaining legacy neighbourhoods, providing more housing for local people as well as new community facilities and places of work where enterprise and innovation can flourish. Milestones below therefore subject to change:
    - East Wick and Sweetwater Phase 3 construction on programme. Delivery strategy for later phases agreed.
    - Stratford Waterfront residential start on site in 2026.
    - Bridgewater Triangle enabling works commence.
    - Pudding Mill Lane Phase 1 construction underway.
    - Rick Roberts Way delivery strategy agreed.
    - Construction of Hackney Wick Neighbourhood Centre on programme for completion in 2027-28.
- Deliver the Climate Action Strategy (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).
- Stratford Station redevelopment: continue to lobby for redevelopment through a new lead organisation.
- Successful operation of East Bank with UCL East and UAL's London College of Fashion and Sadler's Wells Theatre open; fit out work continues to

programme for opening of V&A East in Spring 2026, and completion of the BBC.

- Commence delivery of the Waterden Green development youth play space with dedicated area for teenage girls.
- Delivery of connectivity projects on the Park on programme: Pool Street realignment, Green Spine and Carpenters Road West.
- All East Bank Retail units open and operating well.
- Successful opening and operation of Zip Line at ArcelorMittal Orbit.
- Bringing new partners, public and private, into the innovation ecosystem define what makes this ecosystem unique and align efforts toward shared outcomes.

Inclusive Talent

- Working with partners to develop an expanded Creative Careers Pathway that leverages the opportunities created by the world-class partners at East Bank, ABBA Voyage and beyond, to engage more creative sector employers, broaden access, deepen impact, increase awareness and connect more people to sustainable careers.
- Successful operation and scaling of the Build East construction training centre, including demands of employers on the Park and wider east London contractors and plans for a retrofit centre.
- Meeting targets for construction and end use jobs for local people, Black, Asian and Minority Ethnic groups, disabled people, women and apprentices.
- Working with partners in delivery of an enhanced education offer in the local area through East Ed.
- Community engagement; supporting community networks, delivery of youth conference.

Health and Wellbeing

- Identification and delivery of strategic partnership working to develop programmes to promote health and wellbeing and open up the Park to test and learn.
- Maintain safe and well-maintained Park and attracting visitors: measuring against the estimate of circa 20m visits per annum.
- Successful opening and operation of Zip World at ArcelorMittal Orbit.
- Manage and maintain the quality of the Park and venues, including retaining Green Flag status.
- Operate safe and well-maintained venues, including over 1m visits to the London Aquatics Centre. Hold major sporting events including the British Swimming Championships.
- Support safe delivery of events, community sports and filming on the Park.
- Delivery of community and cultural events on the park including the development of the East Bank cultural programme.

Supporting Delivery

- Close working with the GLA on budgets, funding and LLDC's Long Term Model.
- Deliver improved commercial performance.
- Unqualified accounts for LLDC and its subsidiaries.

- Support the Mayor's Agenda for ensuring that GLA Group organisations are inclusive and diverse including: improvements in gender and ethnicity pay gap; increased representation of under-represented groups at senior levels at LLDC.
- 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.
- Support LLDC's operations, reputation, stakeholder management and commercial activities through communication and marketing activities.
- Convene Park based anchor organisations, including East Bank partners, the Growth Boroughs and wider industry partners to deliver the Inclusive Talent pillar of the Framework for Inclusive Growth.
- Act as custodian of the Park assets and principles of inclusive growth that will support delivery of the Framework and the London Mayor's Growth Plan and Inclusive Talent Strategy.

10. GROUP COLLABORATION

10.1. The GLA Group Collaboration Board develops and oversees plans for further ways in which the GLA Group can work together more closely to deliver efficiency, effectiveness, economic benefit, and key Mayoral priorities. The Board aims for Group organisations to "work as one, delivering maximum benefit to Londoners". This is achieved by removing operational and cultural barriers to joint working, enabling GLA Group organisations and key partners to be willing and able to work together as efficiently and effectively as if they were part of the same organisation.

10.2. Examples of projects delivered via GLA Group Collaboration are:

- TfL providing a shared IT service to the GLA, Old Oak and Park Royal Development Corporation (OPDC), Mayor's Office for Policing and Crime (MOPAC) and LLDC, improving resilience and minimising duplication.
- A Treasury Collaboration project between the GLA and TfL, delivering improved systems, processes, resilience and financial outcomes, particularly in relation to back office and investment activities.
- A group-wide Estates and Facilities Management (EFM) Strategy, delivering general purpose office and HQ accommodation disposals, relocations and improvements, as well as wider EFM collaboration.
- An Energy Procurement project leveraging TfL's significant energy purchasing power to bring benefits for the whole GLA Group through long-term power purchase agreements.
- A new secondment portal and mentoring platform, both of which are available to all Group organisations and aim to develop and retain talent within the GLA Group
- Electric Vehicle Infrastructure Delivery (EVID), with current plans to deliver up to 200 EV charging bays on suitable GLA Group-owned land sites.

10.3. LLDC has a strong commitment to greater collaboration and plays an active role in the GLA Group Collaboration activities, including:

- Chairing various Collaborative Professional Communities (CPC), such as Finance, which has made considerable progress in joining together finance professionals from across the GLA group, Housing and Procurement.

11. Being early adopters on shared services, including agreements for governance, internal audit, legal services, procurement and insurance. LLDC also moved to a shared IT services provision in early 2025.**LEGAL IMPLICATIONS**

11.1. Under the terms of the Mayoral London Legacy Development Corporation Governance Direction 2013, LLDC is obliged to:

- consult with the Mayor before approving the budget and business plan for the purpose of making a formal submission to the GLA as part of the GLA Group's annual statutory budget approval process.
- before the end of each financial year, and in consultation with relevant GLA officers, prepare a detailed core business plan for the following year as part of a rolling business planning process, including changes to baseline pay for the year covered by the budget, borrowing limits and prudential indicators.
- obtain prior consent to the consideration by the Board of any draft core business plan for approval.

11.2. LLDC has consulted the GLA on the Long Term Model and reviewed the financial information underpinning it.

12. APPENDICES

- Appendix 1 – Summary Budget
- Appendix 2 – Risks to the budget
- Appendix 3 – LLDC's Capital Strategy 2026-27
- Appendix 4 –Table A: Level 1 Climate Measures (funded)
- Appendix 5 –Table B: Level 1 Climate Measures (unfunded)
- Appendix 6[12] –Table D: Level 2 Climate Measures (unfunded)

[12] Table C: Level 2 Climate Measures (funded) is not included as an appendix as it presents a 'nil return' for LLDC.

Appendix 1 – Summary Budget tables

Capital

Capital Budget	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m	2028/29 Plan £m	2029/30 Plan £m	Total Budget/Plan £m
Income						
Capital receipts	37.2	26.8	20.0	31.1	65.5	**143.4**
East Bank	41.8	-	-	-	-	**-**
GLA Grant	4.5	15.5	-	5.7	-	**21.2**
Other (incl Section 106/CIL)	7.1	4.9	2.1	0.6	1.0	**8.5**
Total Capital Income	**90.6**	**47.2**	**22.1**	**37.3**	**66.5**	**173.1**
Expenditure						
East Bank	(47.5)	(3.5)	(0.9)	(0.2)	(0.2)	**(4.9)**
Development	(29.0)	(27.2)	(45.8)	(20.1)	(18.3)	**(111.3)**
Estate & Neighbourhoods	(4.3)	(11.8)	(2.1)	(1.7)	(1.6)	**(17.2)**
Corporate Services	(1.1)	(0.5)	(0.4)	(0.5)	(0.3)	**(1.7)**
Stadium	(2.0)	-	-	-	-	**-**
Contingency	(5.9)	(4.8)	-	-	-	**(4.8)**
Corporation Tax	(0.8)	(1.7)	-	(2.3)	(4.0)	**(8.0)**
Total Capital Expenditure	**(14.1)**	**(18.8)**	**(2.5)**	**(4.5)**	**(5.8)**	**(31.6)**
Net Capital Expenditure	**76.5**	**28.3**	**19.6**	**32.9**	**60.6**	**141.5**
Cash adjustments for BBC/UAL loan funding	***(38.8)***	***5.0***	***5.0***	***5.0***	***5.0***	***19.9***
Cumulative borrowing	530.9	519.4	541.5	524.0	476.8	

Appendix 1 – Summary Budget tables

Revenue

Revenue - LLDC	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Plan £m	2028/29 Plan £m	Total £m
Income					
Estates & Neighbourhoods	7.1	9.0	10.0	10.7	**36.9**
Trading	10.7	11.4	10.8	10.8	**43.7**
Corporate Services	0.2	0.2	-	-	**0.4**
Development	0.8	0.8	0.8	0.8	**3.2**
Inclusive Growth	1.3	0.6	0.5	0.4	**2.8**
Total Income	**20.1**	**22.0**	**22.1**	**22.8**	**86.9**
Expenditure					
Estates & Neighbourhoods	(13.6)	(14.1)	(14.1)	(14.5)	**(56.3)**
Trading	(8.9)	(9.1)	(8.9)	(9.2)	**(36.2)**
Corporate Services	(8.2)	(7.9)	(7.8)	(7.9)	**(31.8)**
Development	(0.4)	(0.0)	(0.0)	(0.0)	**(0.5)**
Inclusive Growth	(2.3)	(1.9)	(1.8)	(1.7)	**(7.7)**
Contingency	(3.5)	(1.2)	(1.2)	(1.4)	**(7.4)**
Total Expenditure	**(36.9)**	**(34.3)**	**(34.0)**	**(34.8)**	**(139.9)**
Net Expenditure	**(16.8)**	**(12.3)**	**(11.9)**	**(12.0)**	**(53.0)**
GLA funding:					
Core grant	11.3	11.5	11.7	12.0	**46.5**
Funding transferred to London Stadium*	-	(0.8)	(1.4)	-	**(2.2)**
Brought-forward funding	8.7	-	-	-	**8.7**
Carried-forward funding	(3.2)	1.6	1.6	-	**-**
Funding gap	**-**	**-**	**-**	**-**	**-**

*agreed in 2024/25 budget submission

Appendix 2 – Risks to the budget

There are several risks to achieving the financial forecasts in the budget as submitted.

CAPITAL RISKS

1. **Development receipts**

Timing

LLDC has experienced challenges with the timing of capital receipts and slippage on development programmes in recent years, particularly due to viability issues faced by the contracted developers. This includes the ongoing risk of delays to development programmes – and therefore the timing of capital receipts – due to acute inflationary and financing cost pressures and the impact of changes in Government fire safety regulations.

Market risk and house price inflation assumptions

Forecast development receipts are sensitive to market risk and house price indexation (HPI) assumptions. Small variations in the rates can have a large impact on receipts.

As set out in the Housing Delivery Plan update to the Board, LLDC has updated its HPI assumptions based on an average of third-party London-wide forecasts (Savills, Knight Frank and Jones Lang LaSelle) who have updated their projections this year.

Tender price inflation

Significant increases in tender price inflation (TPI) have impacted construction costs in recent years, due to a range of factors. Demand exceeded supply as the economy recovered from the worst impacts of the pandemic, with manufacturers and logistics companies struggling to scale up to manage pent-up demand.

Exacerbating this, Brexit and the war in Ukraine caused labour and materials supplies shortages. While the outlook for TPI inflation is lower than last year, there continues to be risks of volatility inherent in the forecasts. Although construction demand has held up to date, the rise in interest rates has affected both construction companies who rely on credit but also major investors such as the local authorities who have invested significantly in housebuilding in recent years.

Other assumptions

There is a risk that variations to other assumptions, such as financing costs and developer profits, could have a material impact upon LLDC's development receipts assumed within the Long Term Model. This is particularly relevant in current market conditions where development viability is under increasing pressure.

Demand from developers, including Registered Providers, has stalled, nationally, regionally and locally, due to the variety of pressures upon project viability, including the additional costs associated with fire safety regulation. While recent Government announcements are expected to provide some relief, these measures will take time to materialise.

2. **Corporation Tax**

As a Mayoral Development Corporation, LLDC is subject to corporation tax and there is a risk that changes in tax legislation or rulings from HMRC could have an adverse impact upon LLDC's forecasts, this matter is still ongoing at the time of writing.

3. East Bank

Anticipated Final Cost

Whilst the budget provision for East Bank has increased by £12.5m in this budget submission risks remain on this project, including:

- Completion of remaining works on the BBC building to the required specification
- Package interface management and commercial close out
- Commissioning and handover
- Resolution of defects during the contractual period

Key mitigations:

- Close scrutiny of the project by the LLDC executive – including fortnightly project principles review with key project personnel, including from Mace, and ad hoc scrutiny of specific;
- The provision of external commercial assurance support from Arcadis;
- Transparency in reporting – to partners through project governance, the GLA at Finance and Policy Liaison, but also quarterly monitoring reports; and
- Close monitoring of risks and risk mitigation.

4. District Heating Network

With the greater decarbonisation of the grid, there is a significant risk (with associated costs) that the District Heating Network falls below the requirements of building regulations. Work, including the lobbying of Government and discussions with the concessionaire, Bring Energy, are ongoing to mitigate the risk.

5. Asset disposals

The Long Term Model includes the assumed disposal of capital assets. There is a risk that these disposals do not happen at the expected time and/or disposal value, which would place pressure on LLDC's borrowings and overall Long Term Model.

LLDC also owns and is responsible for a range of infrastructure and other assets (including roads and bridges) that will require future adoption by third parties, such as the local boroughs.

6. Lifecyle

There is a risk that the current lifecycle provision across the estate is not sufficient.

REVENUE RISKS

7. Inflation

There is a risk that if there were to be an unexpected spike again in inflationary increases beyond the levels provided for, then LLDC would require additional GLA funding to mitigate such pressures.

8. Commercial income

The budget includes assumptions for commercial income. However, there is a risk that the commercial income targets included in the budget submission are not met. LLDC now has minimal available contingencies to absorb such risks and would therefore likely require additional funding from the GLA if these risks were to crystalise across the budget period.

9. Rental income

The Here East rental currently agreement pays 10% of net rental income received on a cash basis to LLDC. Rent-free periods granted to tenants and the inclusion of management costs by Delancey (reviewed by LLDC) increase the risk that Here East takes longer to reach the expected levels of net cashflow, thereby impacting the amount and timing of any receipt of rental income for LLDC. Here East have an option to buy out LLDC's rental interest at market value, which would result in a credit to LLDC's borrowings from the GLA, however the rental stream forgone is significant.

10. Trading performance

LLDC remains exposed to risk within its venue operator contracts – for example, utilities cost risk at the London Aquatics Centre. LLDC is also directly exposed to market and other risks at 3 Mills Studios.

There is no provision in the budget for repayment by LLDC of the ArcelorMittal Orbit loan (and interest on the loan) as the cumulative profitability of the venue is unlikely to trigger loan repayments.

11. Contingency

LLDC has utilised some of the contingency allocation over the current budget cycle to mitigate the impact of risks that have crystalised during the year. LLDC maintains a level of corporate contingency, which is held for specific risks. In 2026/27 this includes provision for staff-related costs remaining from the evolution of LLDC (redundancy and pension strain) and to mitigate adverse positions against commercial income delivery.

The contingency provisions are low considering the revenue risks faced by LLDC, as set out above. This will be monitored closely with the GLA.

The risks outlined in this Appendix are included in the corporate and departmental risk registers and are managed through LLDC's embedded risk management process.

Appendix 3 – LLDC Capital Strategy 2026/27

1. Introduction

1.1. London Legacy Development Corporation (LLDC) is a Mayoral Development Corporation established under the Localism Act 2011 and a functional body of the Greater London Authority (GLA). The GLA is the strategic authority for London and supports the Mayor and the London Assembly in delivering their responsibilities and functions.

1.2. LLDC's mission is '*to use the opportunity of the London 2012 Games and the creation of Queen Elizabeth Olympic Park to change the lives of people in east London and drive growth and investment in London and the UK, by developing an inspiring and innovative place where people want - and can afford - to live, work and visit*'.

2. Intention

2.1. The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code now requires all local authorities to produce a Capital Strategy.

2.2. LLDC's Capital Strategy will form part of a GLA Group-wide strategy, intended to drive the Mayor's capital investment ambition, whilst ensuring the sustainable, long term delivery of services. The strategy will demonstrate that LLDC's capital expenditure and investment decisions are made in line with Mayoral priorities and properly take account of stewardship, value for money, prudence, sustainability and affordability, and give due regard to risk and reward.

2.3. The aims of the Capital Strategy are to:

- Prioritise projects that deliver Mayoral priorities and LLDC's vision '*to create an innovative London metropolitan centre with a global focus, powered by inclusive growth, with community and opportunity at its heart*'
- Set out how LLDC identifies, priorities and programmes funding requirements from the GLA arising from business plans and project proposals that are submitted through LLDC's governance process
- Consider options available for funding capital expenditure and identify the resources available for investment over the long-term
- Identify capital income streams, assessing the associated risks and profiling
- Establish effective arrangements for the oversight and management of expenditure, including the assessment of deliverability, outcomes, budget profiling and value for money

3. Benefits

3.1. The benefits of preparing a Capital Strategy are to:

- Provide a clear framework in which LLDC's capital investment decisions are made
- Help ensure LLDC's capital plans aligns to the Mayor's priorities and, ultimately, achieves LLDC's mission (set out in 1.2)
- Promote transparency and accountability, ensuring that LLDC takes ownership of its decisions and commitments

4. Approach

4.1. To help ensure capital resources are allocated optimally and deliver value for money, LLDC's long-term capital planning is determined in parallel with the annual statutory GLA budget process.

4.2. LLDC has a Long Term Model, which underpins the Capital Strategy and forecasts LLDC's capital income and expenditure over a long-term period, using assumptions about economic factors (e.g. inflation), future spending scenarios (e.g. major capital projects) and other salient variables (e.g. staffing levels). The Long Term Model enables LLDC to plan and align its financial capacity with its corporate strategy and objectives.

4.3. LLDC operates within the overall legislative and governance framework provided by the GLA Act 1999 and 2007 (which include the London Assembly's power of summons and budgetary approval), provisions of the Local Government Act 1972 (for example, in relation to public access to meetings and information) and the Localism Act 2011. To aid good decision making and ensure that public funds are optimally utilised, LLDC has in place a capital investment oversight and appraisal mechanism that includes:

- **LLDC Board:** Review and approval of all capital investment decisions above £20.0m; annual review and approval of the LLDC Capital Budget before submission to the GLA.
- **LLDC Finance and Investment Committee:** Review and approval of all capital investment decisions between £10.0m and £20.0m; review of quarterly Corporate Management Accounts, which includes year-to-date capital expenditure versus budget and forecast outturn for the financial year; annual review and recommendation of the LLDC Capital Budget for Board approval before submission to the GLA.
- **Senior Leadership Team:** Review and approval of all capital investment decisions between £0.25m and £10.0m[1]; annual review of the LLDC Capital Budget prior to submission to the Finance and Investment Committee and

[1] The Senior Leadership Team will review all capital investment decisions above £10m prior to their submission to Finance and Investment Committee or Board

Board (see above); review of corporate Management Accounts and other business updates that have an impact upon capital income or expenditure.

- **Capital Projects Board:** an internal forum chaired by the Chief Executive to provide senior oversight strategic direction and issues resolution for LLDC's key capital projects and activities. This includes capital expenditure, receipts and activities that potentially impact on LLDC's Long Term Model. The Capital Projects Board reports to LLDC's Board (the first report was received at the 24 June 2025 meeting), to the GLA, and a more detailed update, including financial information, to the Finance and Investment Committee.

4.4. The Long Term Model is reviewed and updated on an annual basis (as a minimum) and shared with key stakeholders, including the GLA and the LLDC Board, as part of the annual budget setting process. It is monitored throughout the year and referenced in any business cases that arise during the financial year.

4.5. The Capital Strategy is updated on an annual basis as part of the budget submission process and reviewed by the Senior Leadership Team, Finance and Investment Committee and Board[2] prior to submission to the GLA.

5. Influences

5.1. Key influences upon LLDC's Capital Strategy include:

Internal

- **Queen Elizabeth Olympic Park (QEOP) Framework for Inclusive Growth:** focusses on three priorities: modelling the habitat, scaling inclusive talent, and discovering new approaches to health and wellbeing. These priorities will build on the Park's foundation of partnership, innovation and creativity. They will deliver meaningful inclusive growth, ensuring that the benefits reach every community and drive growth across east London, London and beyond.
- **Housing Delivery Plan:** This sets out LLDC's ongoing delivery strategy in relation to its land holdings within Queen Elizabeth Olympic Park and the wider Mayoral Development Corporation area.
- **Borough local plans:** sets out the four Growth Boroughs' strategies for the development of their planning areas, including the general amount, type and location of new development they consider could take place and the policies to which applications for planning permission should conform to meet these objectives.

External

- **The Mayor of London/GLA:** As set out in the following section, LLDC's Capital Strategy aligns to the Mayor's priorities including Housing, Accommodating Growth and Environment, Transport and Public Space. Clearly, a change in

[2] The LLDC Board has final approval of the budget before it is submitted to the GLA

Mayor can bring with it a change in policy direction. In addition, the GLA is currently LLDC's main funder, providing funding for capital investment, which will be repaid over the long term. LLDC maintains a continuous dialogue with the GLA at both a policy and operational level, which helps inform capital investment proposals and decisions.

- **Local authorities within LLDC area:** The mayors from each of the four Growth boroughs, London Boroughs of Newham, Hackney, Tower Hamlets and Waltham Forest, are members of the LLDC Board.
- **Key partners:** For example, for the East Bank project these include the V&A, Sadler's Wells, University of the Arts London (UAL), BBC and University College London (UCL). Elsewhere, these also include Balfour Beatty Investments Limited and Places for People (East Wick and Sweetwater), Delancey (Here East) and Ballymore (Stratford Waterfront and Bridgewater Triangle).
- **Macro-economic factors:** As a development corporation, LLDC is involved in significant levels of development activity, incurring capital expenditure (such as construction costs) as well as generating capital receipts. These mean that it is exposed to key economic factors such as inflation (house price and construction cost inflation), labour costs, interest rates and taxation rates. Each of these factors will influence capital investment decisions and outcomes.

6. Policies

6.1. LLDC's Capital Strategy aligns to the Mayor's priorities – these are set out in the following table:

Mayor's priority	**Examples of aligned projects**
Arts and culture	• East Bank (V&A, Sadler's Wells, UAL, BBC and UCL)
Affordable housing	• Housing (including Chobham Manor, East Wick and Sweetwater, Stratford Waterfront, Pudding Mill Lane and Rick Roberts Way) and associated major infrastructure works
London's economy	• East Bank (V&A, Sadler's Wells, UAL, BBC and UCL), Here East, London Stadium*
Environment	• Carbon reduction projects such as LED lighting and solar membrane at the London Stadium (as captured in LLDC's Climate Budget)

**responsibility for the London Stadium transferred to the GLA from 1 April 2025*

6.2. There are links between the Capital Strategy and the Treasury Management Strategy, which is reviewed and approved annually by the LLDC Board. LLDC is part of the GLA group investment arrangements.

7. Capital Ambition

7.1. LLDC's 20-year Capital Ambition[3] is framed within the following financial parameters, as agreed with the GLA and in line with the Prudential Code:

- Maximum borrowing limit of £550m;
- Direct capital grant funding will be provided by the GLA towards the East Bank project and to remain within the borrowing limits; and
- The requirement for LLDC to be able to demonstrate that it can repay its borrowing from the GLA across all its activity, including from the proceeds of housing developments.

7.2. LLDC has three strategic priorities – modelling the habitat, scaling inclusive talent, and discovering new approaches to health and wellbeing – to which this Capital Strategy is aligned.

7.3. The priority capital programmes included in LLDC's Capital Ambition (included in the Capital Investment Plan[4] at Appendix 1) are as follows:

East Bank

Mayoral priorities: Arts and culture

LLDC and its partners, Sadler's Wells, UAL, V&A, BBC and UCL have worked together to bring forward transformative, world-leading additions to the education and cultural offer in Stratford.

The key elements are a new campus for UCL (delivered by UCL), to the south of the Park ('UCL East'), and at Stratford Waterfront, a mixed educational and cultural district with housing on the Stratford Waterfront site. This includes a new V&A Museum, consolidation of all UAL's London College of Fashion on one site, a new Sadler's Wells dance theatre and a new building for the BBC's Symphony Orchestra and broadcasting studio currently located in Maida Vale, and residential development (covered further under 'Housing').

East Bank will bring an additional 1.5 million visitors to the Park and surrounding area each year, create more than 2,500 jobs and generate an estimated £1.5 billion for the local economy.

Within LLDC's Capital Ambition are the remaining costs to be incurred by LLDC in delivering the Stratford Waterfront cultural and education buildings. The Capital Funding Plan[5] (see Appendix 2) includes third-party funding for the East Bank project, including contributions towards costs from certain partners and lease premiums. The remaining net costs is funded through borrowings and direct capital grant funding from the GLA.

[3] As defined by the Mayor's Budget Guidance 2026-27 (issued July 2025)
[4] As defined by the Mayor's Budget Guidance 2026-27 (issued July 2025)
[5] As defined by the Mayor's Budget Guidance 2026-27 (issued July 2025)

Housing delivery plans

Mayoral priorities: Affordable housing and London's economy

LLDC secured outline consent to build five new neighbourhoods on the Park under the Legacy Communities Scheme (LCS) in 2012, with the aim of delivering 24,000[6] homes by 2031. These are Chobham Manor, East Wick and Sweetwater, Rick Roberts Way, Pudding Mill Lane and Stratford Waterfront.

Chobham Manor was the first of the LCS neighbourhoods to welcome residents. Now complete, it was delivered by Chobham Manor LLP (Taylor Wimpey and London & Quadrant) and consists of 880 new homes, 28% affordable and 75% family units.

The **East Wick and Sweetwater** neighbourhoods were originally planned to start in 2022 but were accelerated to bring forward housing, sooner. To do this successfully, LLDC included Private Rented Sector (PRS) housing into the housing mix and has also accelerated the social infrastructure to create successful and sustainable neighbourhoods.

The housing is being delivered by East Wick and Sweetwater Projects (Balfour Beatty Investments and Places for People). It will deliver c1,860 homes, approximately 34% affordable. Phase one (302 units in total) construction is complete (and properties occupied) and Phase 2 main works have started on site (210 units – first completions April 2025), and Phase 3 (411 units) is due to start on site in September 2025.

Income from the East Wick and Sweetwater development is included within 'Capital Receipts' in the Capital Funding plan. The expected receipts are based upon the terms of the development management agreement and are subject to external factors such as housing demand and house price inflation. LLDC also retain ownership of a portfolio of 28 PRS units from the development (known as the 'co-investment units'), which will provide an income stream for 10-15 years, followed by a capital receipt when sold. Place for People manage these units on behalf of LLDC.

In June 2018, the Mayor announced that at least 50% of new homes across the remaining development sites on the Park – Stratford Waterfront, Pudding Mill and Rick Roberts Way - will be affordable, in line with the Mayor's commitment that all sites he disposes of will be at least 50% affordable (sites already under contract remain unchanged). That commitment was embedded within the planning consent granted for Stratford Waterfront in July 2019.

Stratford Waterfront was initially intended, under the original LCS outline masterplan consent, to include a significant amount of residential development – approximately 900 homes. Subsequent plans for East Bank reduced this residential provision to accommodate the new cultural and education district, with the intention that the residential delivered on Stratford Waterfront will help to cross-subsidise the

[6] Note that this will be less due to the impact of the East Bank project on Stratford Waterfront

East Bank project. Outline planning permission was granted in July 2019 and the developer procurement concluded in 2022 (Ballymore were appointed). The joint venture subsequently formed (Stratford East London Partners LLP) and secured Reserved Matters planning for the Stratford Waterfront site (in June 2024). This site, along with Bridgewater Triangle (part of Pudding Mill Lane) is being delivered by the joint venture, in which LLDC is an equity investor using funds borrowed from the GLA.

Alongside Bridgewater, LLDC has prepared a detailed mixed-use masterplan for the site at **Pudding Mill Lane**, which will provide new homes, later living accommodation, employment space, retail, a nursery, medical centre, pharmacy and community uses, alongside new public spaces. The masterplan envisages c.950 homes across a range of unit types and tenures targeting up to 45% affordable housing by habitable room in a mix of Social Rent, London Living Rent and Shared Ownership. Approval of the outline planning application was secured in October 2022 and the procurement of a joint venture partner successfully concluded in December 2024, with Countryside/Vistry Group appointed as LLDC's joint venture partner. Design work is now underway, and the first land draw is expected in 2026/27.

On the **Rick Roberts Way** site, in light of the development agreement not being finalised with the preferred bidder in 2025, LLDC is currently reviewing alternative delivery strategies.

Development

Mayoral priorities: Affordable housing

Development expenditure contained within the Capital Investment Plan includes the cost of discharging LLDC's Section 106 obligations under the LCS planning consent. It also covers the significant investment required in necessary infrastructure to deliver the housing developments – for example, roads and bridges.

Commercial investment

LLDC is committed to leveraging its asset base and financial resources to generate sustainable income streams through commercial opportunities. This includes the strategic use of its own property portfolio for purposes such as leasing, development, and repurposing to maximise value and support local economic growth. Investments will be assessed against clear criteria to ensure they deliver long-term financial returns, align with the authority's risk appetite, and contribute to wider community objectives. By adopting a balanced approach to commercial activity, the authority aims to continue to be able to demonstrate that it can repay its borrowing from the GLA across all its activities while maintaining transparency, accountability, and compliance with statutory guidance.

8. Capital Funding

8.1. Funding for LLDC's capital programme was previously on the basis that capital investment would be self-financing over the long term, repaid from capital receipts generated from the exploitation of LLDC's ownership of development platforms on and around the Park, ultimately generating a surplus to be paid to the GLA.

8.2. LLDC's capital investment falls within, and needs to comply with, the CIPFA 'Prudential Code for Capital Finance in Local Authorities' (the Code). Under the Code local authorities (including LLDC) have greater discretion over the funding of capital expenditure especially with the freedom to determine, within the regulatory framework of the Code, the level of borrowing they wish to undertake to deliver capital plans and programmes.

8.3. However, the GLA is providing significant levels of capital grant funding to ensure LLDC's level of borrowings remain prudent and to directly fund part of the East Bank project.

8.4. This means that whilst LLDC's Long Term Model generates a long-term capital 'surplus', this is reliant upon the recycling of land receipts into funding from the GLA, which, ultimately, will only be provided by the GLA to enable LLDC to achieve an overall capital breakeven position.

8.5. LLDC's third-party funding sources include:

- Capital receipts from the sale of land and property
- Partner contributions
- Section 106 and Community Infrastructure Levy (as developer)

8.6. From 2025/26, LLDC's budget also includes Brownfield, Infrastructure and Land (BIL) funding from Homes England, towards the cost of infrastructure at LLDC's Bridgewater Triangle site. LLDC is also in discussions with Homes England for further funding at its other sites, including at Stratford Waterfront.

8.7. LLDC regularly reviews its capital receipt assumptions and 'stress-tests' these in particular circumstances. LLDC regularly shares the outputs of such exercises with its funded, the GLA, to ensure the sensitivity and risks associated with LLDC's capital receipt assumptions are clearly understood, particularly in circumstances where these receipts are subject to third party and/or market performance. When and where appropriate, LLDC also considers exit plans for key contractors.

8.8. LLDC's Capital Funding Plan can be seen at Appendix 2.

9. Ambition Gap

9.1. As set out in Section 4, LLDC's capital plan breaks even over time. The breakeven point falls outside of the 20-year timeline in the Capital Investment Plan; the difference between the Capital Investment Plan and the Capital Funding Plan is met through borrowings from the GLA.

10. Risk

10.1. The key risks to LLDC's Capital Investment Plan are set out in the following table along with how they are to be managed.

Risk	Mitigation
Housing market under-performance against expectations	Close working with development partners and monitoring of housing market conditions, including inputs from third parties (e.g. property consultants)
Impact of macroeconomic conditions on demand for housing, cost of building or industry capacity and other supply chain issues	Close work with development partners, close economic and financial monitoring, including of potential supply chain issues.
Lack of progress towards Mayor's 2030 Net Zero Carbon target	Close working and engagement with the GLA's Climate Budget Working Group and Environmental Implementation Group (chaired by the Deputy Mayor for Environment and Energy). Production of annual Climate Budget and development of LLDC's Climate Action Strategy.
East Bank does not deliver within current budget or delays to the East Bank project resulting in financial implications	Effective design management and coordination. Cost control. Close work with Mace, the Project Management Partner, Arcadis, who provide commercial assurance on the project, East Bank partners, GLA and Government.

11. Appraisal

11.1. Capital proposals are developed, appraised and monitored as follows:

- **LLDC Board:** Review and approval of all capital investment decisions above £20.0m; annual review and approval of the LLDC Capital Budget before submission to the GLA.

- **LLDC Finance and Investment Committee:** Review and approval of all capital investment decisions between £10.0m and £20.0m; review of quarterly Corporate Management Accounts, which includes year-to-date capital expenditure versus budget and forecast outturn for the financial year; annual review and recommendation of the LLDC Capital Budget for Board approval before submission to the GLA.
- **Senior Leadership Team:** Review and approval of all capital investment decisions between £0.25m and £10.0m[7]; annual review of the LLDC Capital Budget prior to submission to the Finance and Investment Committee and Board (see above); review of monthly Corporate Management Accounts and other business updates that have an impact upon capital income or expenditure.
- **Corporate Change Board:** The forum in which formal requests (e.g. from project managers or budget holders) to modify the schedule, budget and/or scope of an existing project or to add a new project into a programme is approved and/or reported for noting. The Board's membership includes Executive Directors and Directors and is chaired by the LLDC Finance Director.
- **Capital Projects Board:** a monthly forum chaired by the Chief Executive to provide senior oversight strategic direction and issues resolution for LLDC's key capital projects and activities. This includes capital expenditure, receipts and activities that potentially impact on LLDC's Long Term Model. The Capital Projects Board reports to LLDC's Board (the first report was received at the 24 June 2025 meeting), to the GLA, and a more detailed update, including financial information, to the Finance and Investment Committee.
- **Senior Budget Holders:** Each directorate has a senior responsible officer for their budget with delegated budget holders beneath them. Senior responsible officers have budgetary responsibility within their job descriptions and their annual personal objectives. Senior responsible officers are responsible for sponsoring any capital investment appraisal that relates to, and originates from, their directorate.
- **Project/Delivery Manager:** Each capital project will have an assigned project manager or lead whose responsibility it is to put forward capital investment proposals, see these through the necessary governance process, monitor and manage risk and budgets and, overall, secure successful delivery of the project. LLDC will often commission external project management services; however, in these instances, there must always be an identified individual within LLDC, at both a senior and operational level, with responsibility for the oversight of the external project manager.

[7] The Senior Leadership Team will review all capital investment decisions above £10m prior to their submission to Finance and Investment Committee or Board

12. Capital Strategy – Delivery, Affordability and Risk

12.1. Within the Prudential Code it is the responsibility of the Chief Finance Officer) to explicitly report on the delivery, affordability and the risks associated with this Strategy. This is set out in the following paragraphs.

Delivery

12.2. The delivery of the individual schemes in LLDC's Capital Investment Plan[8] are set out in the original approval of the capital project supported by each project having a senior responsible officer and a project manager who are responsible for the delivery of the project and the subsequent achievement of the objectives of that project.

12.3. LLDC's Senior Leadership Team receive regular updates on capital budgets. These updates are driven by the requirement of internal and external financial reporting (e.g. quarterly budget monitoring reports), however in doing so the Senior Leadership Team can review and challenge the delivery of projects and any changes to both the timing and value of the Capital Investment Plan. There is also regular reporting on all major projects, and updates to the Housing Delivery Plan, both to the LLDC Senior Leadership Team and LLDC Board.

12.4. If, subsequent to a capital scheme being authorised, there are variations to the income expected to be generated from that project, or the cost of delivering the project, these will be brought to the Corporate Change Board (as appropriate) or Project Board and reported as a variance in monthly budget reporting (Corporate Management Accounts) and, if ongoing, will be included in the following year's budget proposals, which are reviewed by LLDC's Finance and Investment Committee and Board.

12.5. LLDC's Senior Leadership Team has ultimate responsibility for the oversight of delivery of the Capital Investment Plan.

Affordability

12.6. Affordability is critical in applying the Capital Strategy and approving projects for inclusion in the Capital Investment Plan.

12.7. This is demonstrated by the relevant project approval document (e.g. business case) identifying the income, expenditure and funding, appraisal of alternative options and the risks for any given project.

12.8. Affordability of each project needs to be clear, not only for the funding of the capital spend, but also to cover any ongoing revenue costs of the capital investment (e.g. maintenance costs).

Risks

[8] Regarded as LLDC's Long Term Model for operational purposes

12.9. The risks associated with capital investment should be made clear in any proposal, including how these risks will be mitigated (e.g. adequate project management and/or project boards, suitable skills for the delivery of the project, tax planning). Where relevant a full Quantitative Risk Assessment should be undertaken on the project and used to identify, quantify and manage risk over the lifetime of the project.

12.10. There are links between the Capital Strategy and the Treasury Management Strategy, prudential indicators, authorised borrowing limits and the revenue budget. These are also subject to review and oversight by the Senior Leadership Team, Audit Committee (for the Treasury Management Strategy), Finance and Investment Committee and Board.

12.11. Borrowing limits are agreed with the GLA on an annual basis and all major projects are discussed with the GLA (and Mayoral approval sought as necessary).

13. Appendices

- Appendix 1 – Capital Investment Plan (note that the tables are subject to final agreement with the GLA)
- Appendix 2 – Capital Funding Plan (note that the tables are subject to final agreement with the GLA)

Appendix 1 – Capital Investment Plan

		Capital Spending Plan						
Capital Investment Plan	Years			1	2	3	4	5
Table 1		**2024-25**	**2025-26**	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**
Item	**Further information**	**Outturn**	**Revised Budget**	**Forecast Outturn**	**Plan**	**Plan**	**Plan**	**Plan**
		£m	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**
East Bank		70.2	37.8	47.5	3.5	0.9	0.2	0.2
Estates & Neighbourhoods	Includes Park and venue lifecycle costs & Commercial	7.4	14.1	4.3	11.8	2.1	1.7	1.6
Stadium	Includes lifecycle costs and other capital investment	6.8	2.0	2.0	0.0	0.0	0.0	0.0
Development	Incl infrastructure costs (required under S106 obligations) and	19.5	36.2	29.0	27.2	45.8	20.1	18.3
Regeneration		0.0	0.0	0.0	0.0	0.0	0.0	0.0
Corporate Services	Includes ICT and East Bank assurance costs	1.4	1.1	1.1	0.5	0.4	0.5	0.3
Construction		0.3	0.0	0.0	0.0	0.0	0.0	0.0
Corporation Tax and Contingency	Incurred on capital receipts and income	0.0	11.6	6.7	6.5	0.0	2.3	4.0
Other	Includes a cash versus accruals adjustments	-9.7	0.0	0.0	0.0	0.0	0.0	0.0
BBC/UAL Loan Cash Adjustment	Adjustment for BBC/UAL loan	-2.0	37.3	38.8	-5.0	-5.0	-5.0	-5.0
Total		93.9	140.2	129.5	44.6	44.2	19.7	19.3

	Capital Strategy		
Years	6 to 10	11 to 15	16 to 20
	2030-31 to 2034-35	**2035-36 to 2039-40**	**2040-41 to 2044-45**
Further information	**Plan**	**Plan**	**Plan**
	£m	**£m**	**£m**
	0.4	0.0	0.0
Includes Park and venue lifecycle costs & Commercial	17.0	1.0	7.6
Includes lifecycle costs and other capital investment	0.0	0.0	0.0
Incl infrastructure costs (required under S106 obligations) and	7.4	0.8	0.0
	0.0	0.0	0.0
Includes ICT and East Bank assurance costs	1.1	0.3	0.0
	0.0	0.0	0.0
Incurred on capital receipts and income	30.2	7.8	5.8
Includes a cash versus accruals adjustments	0.0	0.0	0.0
Adjustment for BBC/UAL loan	-24.9	-24.9	-21.9
	31.1	-15.0	-8.5

Appendix 2 – Capital Funding Plan

		Capital Spending Plan						
Capital Funding Plan	Years			1	2	3	4	5
Table 2		**2024-25**	**2025-26**	**2025-26**	**2026-27**	**2027-28**	**2028-29**	**2029-30**
Item	**Further information**	**Outturn**	**Revised Budget**	**Forecast Outturn**	**Plan**	**Plan**	**Plan**	**Plan**
		£m	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**
Capital Receipts		10.0	31.3	37.2	26.8	20.0	31.1	65.5
GLA Grant		2.6	4.5	4.5	15.5	0.0	5.7	0.0
East Bank		4.2	48.7	41.8	0.0	0.0	0.0	0.0
Other (incl Section 106/CIL)	Includes contributions towards projects (e.g. Section 106)	3.0	12.8	7.1	4.9	2.1	0.6	1.0
Borrowing	GLA borrowings / Repayment of GLA borrowings	76.1	5.6	0.1	2.4	27.1	-12.6	-42.2
Borrowing	Adjustment for BBC/UAL loan	-2.0	37.3	38.8	-5.0	-5.0	-5.0	-5.0
	Sub-total							
	Capital Receipts	10.0	31.3	37.2	26.8	20.0	31.1	65.5
	Capital Grants & Third Party Contributions	7.2	61.5	48.9	4.9	2.1	0.6	1.0
	Borrowing	74.1	42.9	38.9	-2.6	22.1	-17.6	-47.2
	Revenue Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GLA Grant	2.6	4.5	4.5	15.5	0.0	5.7	0.0
		93.9	140.2	129.5	44.6	44.2	19.8	19.3

		Capital Strategy		
Capital Funding Plan	Years	6 to 10	11 to 15	16 to 20
Table 2		**2030-31 to 2034-35**	**2035-36 to 2039-40**	**2040-41 to 2044-45**
Item	**Further information**	**Plan**	**Plan**	**Plan**
		£m	**£m**	**£m**
Capital Receipts		223.9	15.5	12.2
GLA Grant		11.6	16.1	0.7
East Bank		0.0	0.0	16.2
Other (incl Section 106/CIL)	Includes contributions towards projects (e.g. Section 106)	5.7	0.5	0.0
Borrowing	GLA borrowings / Repayment of GLA borrowings	-185.2	-11.5	-15.6
Borrowing	Adjustment for BBC/UAL loan	-24.9	-24.9	-21.9
	Sub-total			
	Capital Receipts	223.9	15.5	12.2
	Capital Grants & Third Party Contributions	5.7	0.5	16.2
	Borrowing	-210.1	-36.4	-37.5
	Revenue Contributions	0.0	0.0	0.0
	GLA Grant	11.6	16.1	0.7
		31.1	-4.3	-8.4

Note that the adjustment for BBC/UAL loan rows include the repayment of the loans by the respective parties

Appendix 4 – TABLE A: Level 1 Funded Climate Measures (Estate and Fleet)

Organisation	ID - 1	Climate Action Area	Climate Action	Description	Total Exp. 26-27 £'000	Total Exp. 27-28 £'000	Total Exp. 28-29 £'000	Capital/Revenue/Mixed	Funding source	Year funding starts	Year funding ends
LLDC	LLDC-A1	Estate	Buildings - retrofit	The project involves the **refurbishment of Old Ford waste water treatment plant** and the **relocation of LLDC's Park Depot to the refurbished building**. The project will result in multiple benefits including ghg emissions reduction, improved climate resilience through flood related adaptation measures and biodiversity improvements.	£128	£0	£0	Capital	Capital	2026-27	2026-27
LLDC	LLDC-A2	Estate	Non-building LEDs	**Lighting lifecycle works**. Replace lighting fittings with lower energy light fittings in selected locations across QEOP.	£40	£40	£40	Capital	Capital	2026-27	Ongoing
LLDC	LLDC-A3	Estate	Other	Construction phase of the **Green Spine** - green infrastructor project covering over 1,500sqm of landscape, including a range of climate adaptation and resilience features.	£1,490	£0	£0	Mixed	Mixed	2025-26	2026-27

Organisation	ID - 1	Climate Action Area	Climate Action	Description	Average annual CO2e savings to 2030, tonnes	Lifetime cumulative CO2e savings, tonnes	Year emissions savings start	Co-benefits	Total cash savings 26-27 £'000	Total cash savings 27-28 £'000	Total cash savings 28-29 £'000
LLDC	LLDC-A1	Estate	Buildings - retrofit	The project involves the **refurbishment of Old Ford waste water treatment plant** and the **relocation of LLDC's Park Depot to the refurbished building**. The project will result in multiple benefits including ghg emissions reduction, improved climate resilience through flood related adaptation measures and biodiversity improvements.	8	200	2026-27	Reduced fluvial flood risk and improvements in flood risk reduction from a nearby reservour. Improvements to the biodiversity of the site. Reduced travel from the depot to the Park as the new depot will be located adjacent to the Park, and will be closer than the previous depot.	£0	£0	£0
LLDC	LLDC-A2	Estate	Non-building LEDs	**Lighting lifecycle works**. Replace lighting fittings with lower energy light fittings in selected locations across QEOP.	1	25	2026-27	Cost Savings. Improved safety for park users and improved light quality.	£1	£1	£1
LLDC	LLDC-A3	Estate	Other	Construction phase of the **Green Spine** - green infrastructor project covering over 1,500sqm of landscape, including a range of climate adaptation and resilience features.	Resilience	Resilience	2026-27	Health and well being, safety.	N/A	N/A	N/A

Appendix 5 – TABLE B: Level 1 Climate Measures – Unfunded (Estate and Fleet)

Organisation	ID - 1	Climate Action Area	Climate Action	Description	Project Readiness	Proposed Exp. 26-27 £'000	Proposed Exp. 27-28 £'000	Proposed Exp. 28-29 £'000	Proposed Exp. 2029-30 to 2030-2031 (incl.) £'000	Total Proposed NZ Expenditure £'000	Funding Source	Capital/ Revenue/ Mixed	Year funding starts	Year funding ends
LLDC	LLDC-B0.1	Estate	Electricity supply - PPA	Procurement of a PPA to supply electricity to LLDC's operations across QEOP.	One to three years	£ -	£ -	£ -	£ -	£ -	GLA	Revenue	2026-27	Ongoing

Organisation	ID - 1	Climate Action Area	Climate Action	Description	Project Readiness	Average annual CO2e savings to 2030, tonnes	Lifetime cumulative CO2e savings, tonnes or Enabler Measure	Year emissions savings start	Co-benefits	Proposed cash savings 26-27 £'000	Proposed cash savings 27-28 £'000	Proposed cash savings 28-29 £'000	Proposed cash savings 2029-30 to end 2030-2031 £'000	Total Proposed NZ cash savings £'000
LLDC	LLDC-B0.1	Estate	Electricity supply - PPA	Procurement of a PPA to supply electricity to LLDC's operations across QEOP.	One to three years	8	200	2026-27	Price security and stability for electricity costs. Supports the uptake and growth of the renewable energy market and supports the decarbonisation of the UK electricity grid.	£ -	£ -	£ -	£ -	£ -

Appendix 6 – Table D: Level 2 Climate Measures - Unfunded

Organisation	ID - 1	Climate Action Area	Climate Action	Description	Funding source	Year funding starts	Year funding ends	Lifetime cumulative CO2e savings (low estimate), tCO2e by 2040	Lifetime cumulative CO2e savings (high estimate), tCO2e by 2040	Confidence rating (CO2e savings calculation or estimation)	Year emissions savings start	Average annual CO2e savings 2025-2030 (low estimate), tCO2e/y	Average annual CO2e savings 2025-2030 (high estimate), MtCO2e/y2	Co-benefits	Capital/Revenue/Mixed
LLDC	LLDC-D-1.0	Infrastructure	Heat Decarbonisation	Various retrofit technology measures to decarbonise the District Energy Network.	Bring Energy Green Heat Network Funding Green Finance Fund (LLDC to confirm)	2026/27	2035/36	228,000	228,000	Medium	2026/27	3,098	5,464	Potential to provide low carbon, lower cost heat to households and businesses. Supports LLDC's low carbon 1.5°C aligned development plan. Supports venues including London Stadium, London Aquatics Centre to achive decarbonisation priorities.	Capital Revenue from connection fees etc Grant Funding