

# CORPORATE PERFORMANCE

JAN-MAR 2021  
QUARTER 4

INCLUDING ANNUAL UPDATE  
ON STRATEGIC MEASURES

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# INTRODUCTION AND SUMMARY

## PURPOSE OF THE DOCUMENT

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

The first sections provide a summary of progress in this reporting period and information about **financial performance**. Subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the five year strategy: **Live, Work, Visit, Inspire** and **Deliver**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered.

## FIVE YEAR STRATEGY: 2015 – 2020

The Legacy Corporation's Five Year Strategy sets out the Corporation's five strategic business objectives, each of which has a set of measures of success for 2020. The quarterly Corporate

Performance Report provides updates on milestones and measures to be achieved in the current financial year which contribute to the delivery of the measures in the Five Year Strategy. This quarter's report is an extended version of the Corporate Performance Report reporting on each measure in the Five Year Strategy, setting out delivery against the measure. Each measure has a RAG rating against it, definitions are below. The definitions have changed from those used at the end of each year to reflect that this is the end of the five year period of the Strategy. The next report, for quarter 1 of 2021/22 will report on the new Corporate Strategy which is being submitted for approval at the May 2021 Board meeting.

**Red** – measure has missed target or completion date with future delivery at significant risk.

**Amber** – measure progressed more slowly than initial milestones but partially complete / expected to complete with no significant risks.

**Green** – measure has been met.

**Blue** – LLDC is one of many organisations contributing to this measure. Targets have been set as part of the Growth Boroughs' Convergence Strategy.



## SUMMARY OF PROGRESS IN THE QUARTER JANUARY TO MARCH 2021

**Note that this reporting period covers the impact of COVID-19 on LLDC's activities. Delivery of some of milestones and measures has been impacted by the crisis, stated where relevant. The 'Deliver' section includes LLDC's corporate issue relating to COVID-19.**

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

- Continued to implement safety measures for LLDC employees and Park and venue users in line with guidance, supported by clear and consistent communications
- The successful and safe operations of the London Aquatics Centre, Copper Box Arena line with changing guidelines.
- Held behind closed doors British Basketball League Matches and International Boxing at Copper Box Arena and Super League Triathlon at the London Aquatics Centre
- New open-air event space opened at the London Stadium
- Continued East Bank construction works and procurement programme
- Continued construction for Chobham Manor Phase 3 and 4 to programme
- East Wick and Sweetwater phase 1 construction continued; Reserved Matters Applications for phases 2 to 7 submitted for approval
- Selection of Notting Hill Genesis (NHG) as developer for Hackney Wick Central
- Progressed procurement for a developer for Stratford Waterfront and Bridgewater with four bidders being taken through to the Invitation to Submit Outline Proposal stage
- Approval secured from Board for a consolidation of interests with LB Newham for the Rick Roberts Way development
- Appointed 5th Studio to lead masterplanning work for Stratford Station
- Successful delivery of East Careers Week online, with good feedback from participants
- Completed 3 Mills Studios River Wall works; appointed design team to work on the Getting Building Fund renovation projects at 3 Mills Studio; secured CIL funding for digital infrastructure
- 3 Mills Studios recorded its highest ever end of year trading surplus
- Appointed A New Direction as Good Growth Hub service provider
- 2021 STEP programme and registrations opened
- Legacy Youth Board and Legacy Youth Voice completed a youth survey and held an online Youth Conference
- East London Inclusive Enterprise Zone final demo day held celebrating the end of the inclusive accelerator programme focusing on disability led innovation
- Commenced of two leadership programmes pilots for LLDC employees

## AIMS FOR NEXT QUARTER

(note: aims for the next period have been reviewed in the light of the COVID-19 crisis)

- Continue to operate safe and well-maintained Park in line with changing guidelines and a potential increase in events on the Park, including a 10km run in June 2021
- The safe and successful re-opening of London Aquatics Centre, Copper Box Arena for community sport use and the ArcelorMittal Orbit for visitors in line with changing guidelines. Hosting of British Swimming Trials & Olympic Qualifying Events at the London Aquatics Centre behind closed doors
- Copper Box Arena hosting Vitality Netball Superleague matches behind closed doors (could permit audiences if legislation allows)
- Successfully manage the return of spectators to Premier League matches at the London Stadium safely and in line with guidelines
- Opening of the London Blossom Garden on the Park to commemorate Londoners who have lost their lives to COVID-19 and the impact the virus has had on all of us
- Continue East Bank construction works and procurement programme
- Continue construction for East Wick and Sweetwater phase 1, opening of Road A of the North South Highway (Marshgate Lane); Reserved Matters Applications for phases 2 to 7 approved
- Continue developer procurement for Stratford Waterfront and Bridgewater
- Continue masterplanning work for Pudding Mill Lane development and prepare for submission of Bridgewater and Pudding Mill planning applications
- Complete 3 Mills Studios River Wall parapet and handrail works and the towpath finish work
- Opening of COVID-19 rapid test centre at the Timber Lodge
- Launch of procurement for catering and retailers for Timber Lodge and Park Kiosks
- Opening of the Good Growth Hub
- Opening of the Construction Training Centre
- Launch of the 2021 STEP programme
- Support local communities and businesses in their response to the crisis
- Mobile Garden open at Hackney Bridge; Hub 67 re-open for hires
- Publication of Annual Environmental Sustainability Report
- Prepare for Planning Decisions Committee to consider MSG Sphere application in July 2021
- Approval for new Corporate Strategy to 2025
- Launch of internal Inclusive Culture campaign on Recognition

# FINANCIAL PERFORMANCE SUMMARY

## CAPITAL SUMMARY

	Qtr to 30 Mar 21			Full Year 2020/21		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000
<b>CAPITAL INCOME</b>						
Development	(5,746)	(12,494)	6,749	(6,176)	(27,388)	21,212
East Bank	(49,090)	(43,320)	(5,770)	(93,085)	(173,280)	80,195
Park Operations and Venues - excl Trading	0	(839)	839	(600)	(1,397)	797
<b>Total Capital Income</b>	<b>(54,836)</b>	<b>(56,653)</b>	<b>1,817</b>	<b>(99,861)</b>	<b>(202,065)</b>	<b>102,204</b>

<b>CAPITAL EXPENDITURE</b>						
Construction	896	92	804	3,805	1,930	1,875
Development	3,148	9,784	(6,636)	13,892	25,088	(11,196)
Executive Office	9	14	(5)	23	54	(31)
Finance, Commercial and Corporate Services	982	1,177	(195)	8,068	4,707	3,361
East Bank	28,819	41,382	(12,563)	87,859	165,528	(77,669)
Park Operations and Venues - excl Trading	242	3,579	(3,337)	1,856	10,517	(8,661)
Regeneration and Community Partnerships	241	166	75	388	664	(276)
Stadium	3,950	3,983	(33)	10,458	15,933	(5,475)
Contingency	0	11,369	(11,369)	0	11,369	(11,369)
<b>Total Capital Expenditure</b>	<b>38,288</b>	<b>71,546</b>	<b>(33,258)</b>	<b>126,349</b>	<b>235,790</b>	<b>(109,441)</b>
<b>Total Net Capital Funding required (GLA)</b>	<b>(16,548)</b>	<b>14,892</b>	<b>(31,441)</b>	<b>26,489</b>	<b>33,725</b>	<b>(7,236)</b>

	Opening balance	In-Year Borrowings	Closing Balance	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	354,886	17,348	372,234	147,766	147,766

## CAPITAL INCOME

- Capital income is £102.2m lower than budget predominantly due to the reprofiling of GLA capital grant towards East Bank (in line with re-profiled expenditure, see below) and University of the Arts London (UAL) contributions towards the cost of their building; these budgets will be rolled forward accordingly.
- The construction site for the Chobham Manor residential development was closed for nearly 3 months during the year. A revised sales programme schedule was prepared following this, which re-profiled £16m of receipts from Phases 3 and 4 into 2021/22. This has led a significant under performance Chobham sales receipts in 2020/21. This is expected to be a timing issue only, with no loss of receipts anticipated overall.
- The East Wick and Sweetwater Phase 1 construction is progressing well and has continued during the COVID-19 period. There have been delays in the completions of the blocks, which has led to the receipts anticipated in 2020/21 from Open Market Sale units being re-phased, in full, into the next financial year.

## CAPITAL EXPENDITURE

- Final 2020/21 outturn on the East Bank programme at Stratford Waterfront is around £78m below budget. The underspend is driven by slippage to the East Bank programme and the unspent budget will be re-profiled into future years.
- The slippage on the East Bank project was largely caused by the impacts of the site closure at the start of the COVID-19 pandemic in spring 2020 and the consequential losses in productivity from working under social distancing constraints on-site. A substantial increase in expenditure is expected in 2021/22 as the procurement process completes and an increased number of contractors begin work on-site.
- The East Wick and Sweetwater (EWSW) Site Infrastructure Works project is well-progressed but will require some re-phasing of budget into 2021/22 relating to works outstanding, which are due to complete in 2021/22. Elsewhere on the EWSW residential development, part of the planned purchase of co-investment units by LLDC will not be taken up, resulting in an underspend.
- Several projects within the Stadium capital programme have slipped into 2021/22, including the back of house LED lighting installation.
- During the year £3.5m was drawn from Capital Contingency, including £2.4m for the 3 Mills River Wall project and £0.4m for Hostile Vehicle Mitigation measures.

## REVENUE SUMMARY

	£000					Variance breakdown £000	
	Original Budget	Savings Adjustments	Revised Budget	Full Year Outturn	Variance to Revised Budget	COVID-19 impact	Savings (Additional) / Shortfall
<b>REVENUE INCOME</b>							
East Bank	0	0	0	(45)	(45)	0	(45)
Executive Office	(29)	0	(29)	(30)	(1)	0	(1)
Development	(238)	0	(238)	(234)	4	0	4
Finance, Commercial and Corporate Services	(360)	0	(360)	(332)	28	0	28
Park Operations and Venues - excl Trading	(3,956)	(242)	(4,198)	(3,586)	612	597	15
Park Operations and Venues - Trading	(8,988)	(124)	(9,112)	(7,949)	1,163	2,503	(1,340)
Planning Policy & Decisions	(1,600)	(150)	(1,750)	(2,012)	(262)	0	(262)
Regeneration and Community Partnerships	(63)	0	(63)	0	63	0	63
<b>Total Revenue Income</b>	<b>(15,234)</b>	<b>(516)</b>	<b>(15,750)</b>	<b>(14,188)</b>	<b>1,561</b>	<b>3,100</b>	<b>(1,539)</b>

<b>REVENUE EXPENDITURE</b>							
Communication, Marketing and Strategy	1,932	(182)	1,749	1,451	(298)	0	(298)
Development	119	0	26	129	103	0	103
Executive Office	2,559	(200)	2,360	2,215	(144)	0	(144)
Finance, Commercial and Corporate Services	6,537	(315)	6,222	5,650	(572)	0	(572)
Park Operations and Venues - excl Trading	9,882	(486)	9,396	8,382	(1,014)	0	(1,014)
Park Operations and Venues - Trading	9,922	(318)	9,605	7,121	(2,483)	0	(2,483)
Planning Policy & Decisions	3,090	0	3,090	3,039	(51)	0	(51)
Regeneration and Community Partnerships	2,867	(68)	2,799	2,368	(431)	0	(431)
Stadium	16,627	(5,314)	11,313	7,421	(3,892)	0	(3,892)
Revenue Contingency	1,051	0	1,051	0	(1,051)	0	(1,051)
<b>Total Revenue Expenditure</b>	<b>54,586</b>	<b>(6,883)</b>	<b>47,610</b>	<b>37,777</b>	<b>(9,833)</b>	<b>0</b>	<b>(9,833)</b>
<b>Net Revenue Expenditure</b>	<b>39,352</b>	<b>(7,399)</b>	<b>31,860</b>	<b>23,588</b>	<b>(8,272)</b>	<b>3,100</b>	<b>(11,372)</b>

	£000				
	Original Budget	Savings Adjustments	Revised Budget	Full Year Forecast	Variance to Revised Budget
<b>TRADING</b>					
Timber Lodge Café	(37)	0	(37)	75	112
ArcelorMittal Orbit (AMO)	(12)	(125)	(137)	588	725
Kiosks	(50)	0	(50)	(5)	45
The Podium	(125)	0	(125)	(155)	(30)
London Aquatics Centre	1,342	0	1,342	1,321	(21)
Copper Box Arena	797	0	797	469	(328)
3 Mills Studio	(600)	(175)	(775)	(2,055)	(1,280)
Other Trading Income	(270)	71	(199)	(100)	99
On Park Properties	(330)	(212)	(542)	(963)	(421)
Off Park Properties	219	0	219	(3)	(222)
<b>Total Trading Net (Surplus)/Deficit</b>	<b>934</b>	<b>(441)</b>	<b>493</b>	<b>(828)</b>	<b>(1,320)</b>

S106 & OPTEMS balance (£000)	38,910
CIL balance (£000)	17,595



## REVENUE INCOME

- In June 2020, the Mayor of London published budget guidance, which contained new savings targets that superseded those set in the 2020/21 budget. As such, LLDC was required to repurpose its 2020/21 budget to deliver additional in-year savings and efficiencies of £7.4m. These were reflected in the revised budget for the year, split between additional income (£0.5m) and expenditure savings (6.9m).
- The COVID-19 pandemic has had a significant impact upon some areas of the Corporation's revenue income position, with £3.1m income not realised during this financial year as many of the venues had to close during lockdown. In particular, the COVID-19 restrictions have caused the ArcelorMittal Orbit (AMO) to be closed for much of the year, resulting in the AMO falling well short of its income targets.
- Notwithstanding the above, LLDC has generated £1.5m of additional income (above the £0.5m already assumed within the revised budget) in other areas of its business. This is mainly from 3 Mills Studios, where bookings were strong despite the COVID-19 pandemic, and interim uses of the Corporation's remaining development sites; planning income has also over-performed as developers progressed with planning applications and other matters during the financial year while COVID-19 restrictions were in place. Note that £1.1m of this additional income was included in the Corporation's 2021/22 Budget Submission, approved by the Mayor in February 2021, and therefore already recognised in LLDC's funding position for 2021/22 and 2022/23.

## REVENUE EXPENDITURE

- At the financial year-end, LLDC has achieved a further £9.8m of savings (above the £6.9m of savings already assumed within the revised budget). Of the additional savings, £2.9m is being rolled-forward into 2021/22 and future years' budgets, including £0.8m of unutilised revenue corporate contingency (against which risks are held) and £1.1m to fund specific corporate priorities, including the Marketing, Sponsorship and Park Assets Strategy (which will help generate additional income in future years). The remaining savings will be carried-forward (as funding) to offset risks in 2021/22, and ensure a balanced budget is achieved, and to partially offset existing budget deficits in future years.
- Note that £1.0m of these additional savings were included in the Corporation's 2021/22 Budget Submission, approved by the Mayor in February 2021, and therefore already recognised in LLDC's funding position for 2021/22 and 2022/23. Further information on the savings are provided on the next page.
- There were £0.3m of draws on revenue contingency during the year including a £0.1m drawdown for additional security costs.

## SAVINGS AND EFFICIENCIES

LLDC has delivered significant revenue savings in recent years and a further £2.0m of savings and efficiencies were already incorporated into the approved budget for 2020/21.

However, in response to the Mayor's Budget Guidance published in June 2020, LLDC undertook extensive work to identify an additional £7.4m of savings in 2020/21 as required by the Mayor.

LLDC reacted quickly and decisively to meet the significant challenge posed by the Mayor in June last year. Despite delivering the additional savings, LLDC strongly believes that it and Queen Elizabeth Olympic Park are well-placed to support the recovery from COVID-19. The ongoing investment in infrastructure, homes and jobs will play an important role in supporting London's social and economic recovery.

For the 2020/21 financial year, LLDC has delivered £11.3m of additional income and savings against the target of £7.4m. The table to the right sets this out.

Note that the majority of these savings/additional income are non-recurrent and/or as a result of the COVID-19 pandemic not, therefore, expected to recur in future years.

	2020/21 - Full Year		
	Savings Target £000	Outturn £000	Variance £000
<b>REVENUE INCOME</b>			
Park Operations and Venues - excl Trading	(242)	(227)	15
Park Operations and Venues - Trading	(124)	(1,464)	(1,340)
Planning Policy & Decisions	(150)	(412)	(262)
Other Income Savings	0	48	48
<b>Total Revenue Income</b>	<b>(516)</b>	<b>(2,054)</b>	<b>(1,539)</b>
<b>REVENUE EXPENDITURE</b>			
Communication, Marketing and Strategy	(182)	(480)	(298)
Executive Office	(200)	(344)	(144)
Finance, Commercial and Corporate Services	(315)	(887)	(572)
Park Operations and Venues - excl Trading	(486)	(1,500)	(1,014)
Park Operations and Venues - Trading	(318)	(2,801)	(2,483)
Regeneration and Community Partnerships	(68)	(499)	(431)
Stadium	(5,314)	(9,206)	(3,892)
Other Expenditure Savings (incl. unused contingency)	0	(999)	(999)
<b>Total Revenue Expenditure</b>	<b>(6,883)</b>	<b>(16,716)</b>	<b>(9,833)</b>
<b>Net Revenue Expenditure</b>	<b>(7,399)</b>	<b>(18,770)</b>	<b>(11,372)</b>

Savings have been achieved from:

- **London Stadium:** Most of the savings have been delivered from the London Stadium where, due to the pandemic, the venue has been closed to spectators and its summer events have been cancelled or postponed. As a result, the Stadium has incurred significantly lower operating costs in 2020/21, particularly relating to the cost of moving the seating between football and summer events mode. The cost of moving the seats to allow for a more efficient seating system in the North and South Stands has now been capitalised (following an accounting review). In addition, there was a refund of business rates for 2020/21, as well as savings from West Ham United matches played behind closed doors, albeit this is offset by a drop in commercial and other income.
- **Income opportunities:** Additional income was driven mainly from 3 Mills Studios, where bookings were strong, and interim uses of the Corporation's remaining development sites.
- **Discretionary spend:** LLDC's discretionary cost base is very limited, largely due to savings delivered over previous years. However, a bottom-up review of all budgets identified discretionary spend that was reduced in 2020/21, including from budget rolled-forward from 2019/20, professional fees, IT costs and marketing and communications. LLDC also reviewed all staff vacancies on a case-by-case basis during 2020/21, which helped to yield additional savings.

Of the £11.3m additional savings:

- £2.9m is being rolled-forward into 2021/22 and future years' budgets, including £0.8m of unutilised revenue corporate contingency (against which risks are held) and £1.1m to fund specific corporate priorities, including the Marketing, Sponsorship and Park Assets Strategy (which will help generate additional income in future years)
- £2.1m was factored into the November 2020 budget submission and is therefore already recognised in LLDC's funding position for 2021/22 and 2022/23.
- The remaining savings (£6.3m) will be carried-forward as funding to offset risks in 2021/22, and ensure a balance budget is achieved, and to partially offset existing budget deficits in future years.

# 1. LIVE

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

**Demand for new housing in London is very high, especially in east London. The Growth Boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities.**

The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also

requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop – at pace – the things that make communities function effectively.

Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.



## PROGRESS AGAINST MAJOR LIVE MILESTONES

### MILESTONES FOR COMPLETION IN 2020/21

### PERFORMANCE AND COMMENTARY

Progress Chobham Manor construction.



## COMPLETE

Construction well progressed at Chobham Manor with the first block of Phase 3 completed and the frame for Phase 4 installed.

Progress East Wick and Sweetwater construction, including commencement of Phase 2 construction.



Construction continues at East Wick and Sweetwater (a joint venture between Balfour Beatty and Places for People) and did not cease during lockdown. The pandemic has led to slight programme delays for Phase 1 construction. The first Private Rented Sector (PRS) block has completed and people have begun to move into their homes. Two further blocks are due to complete in the next period.

Preparations are being made for the joint venture to take over an area of the north Park to begin work on Phases 2 and 3, LLDC is in discussions with the joint venture about the start date for these phases which have been delayed, partly due to ongoing commercial negotiations between the two parties..

Submit a planning application for Pudding Mill Lane and Bridgewater sites, secure interim uses for the site.

Design work has continued for both sites and has been subject to public and pre-application consultation. Masterplanning is at an advanced stage with Bridgewater planning application due to be submitted in August 2021 followed by the Pudding Mill Lane application in October 2021. Interim uses for the site have been secured

## PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Agree delivery approach for Rick Roberts Way with LB Newham and GLA.</p>	<p><b>COMPLETE</b></p> <p>Approval has been secured from Board for a resolution of interests with LB Newham and legal negotiations are being progressed.</p>
<p>Progress development strategy for Bromley by Bow.</p>	<p>LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications have been approved. These sites have since been acquired by The Guinness Partnership who have increased the percentage of affordable homes to be built to 50%; construction is underway.</p> <p>Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area, which will come forward following Transport for London (TfL) junction works to the A12. Project at risk due to (TfL) funding constraints following the COVID-19 crisis, discussion ongoing with TfL and other funding options are being explored.</p>
<p>Hackney Wick Neighbourhood Centre development partner procurement complete.</p>	<p><b>COMPLETE</b></p> <p>Selection of Notting Hill Genesis (NHG) as developer for Hackney Wick Central.</p>

## PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Progress delivery plans for Stratford Station improvement works.</p> 	<h3>COMPLETE</h3> <p>Agreement to progress two Strategic Outline Business Cases – one for small capital investment to improve immediate station issues and second for wider transformational longer term work. These projects will help to relieve increasing pressures on capacity of the Station, with particular concerns around football match days. In support: LLDC, Network Rail, TfL and LB Newham, have recently appointed 5th Studio to lead an important piece of masterplanning work to inform major improvements and procurement has commenced to appoint a team to undertake a socio economic benefits study.</p> <p>Project at risk due to funding constraints following the COVID-19 crisis.</p>
<p>3 Mills river walls repair work completed.</p>	<h3>COMPLETE</h3> <p>Main River Wall works complete. Follow on work to remove and replace damaged brickwork, and repointing of the brickwork wall completed in this period. Final follow up work to complete parapet and handrail works and the towpath finish work due to complete in the next period.</p>
<p>Select a joint venture partner for Stratford Waterfront and Bridgewater residential development.</p>	<p>Procurement to select a joint venture partner has continued, with four bidders being taken through to the Invitation to Submit Outline Proposal stage in this period.</p>

## COMMENTARY ON KEY LIVE PROJECTS



Agreement has been made with the Mayor of London on a portfolio approach to affordable housing across all future housing developments, which would see 50% affordable (by habitable room) across Stratford Waterfront, Pudding Mill Lane and Rick Roberts Way. Chobham Manor and East Wick and Sweetwater affordable housing was contracted before the Mayor's policy was implemented.

### **Chobham Manor**

The Chobham Manor development is well progressed: Chobham Manor LLP (a joint venture between Taylor Wimpey and London and Quadrant (L&Q) are developing 850 homes at the site. Phase 1 (consisting of 259) is now fully complete and all homes have been sold.

Phase 2 is complete and all 207 units have been occupied. All Phase 3 homes have been sold. The first Phase 3 block has completed and the southern side of Phase 3 has been completed and handed over to L&Q with the exception of the 11 private houses along the green that have been sold, with residents due to move in the next period. Phase 3 is due to complete in 2021/22. Construction of the final phase of the development - Phase 4 - continues with the installation of the frame compete. Phase 4 completions will begin in 2021 and is on programme to complete in 2022.

### **East Wick and Sweetwater**

Work has continued to the new neighbourhoods, including up to 1,500 new homes, in East Wick and Sweetwater. The developer, EW+S (a Joint Venture between Places for People and Balfour Beatty Investments) - did not cease construction at the point of lockdown. The crisis led to slight programme delays for Phase 1

construction. The first PRS block has completed and people have begun to move into their homes and two further blocks are due to complete in the next period. Sales of private and shared ownership homes are going very strongly. Hackney Bridge, the interim use at the development, re-opened to the public as we moved into Phase 2 of the roadmap out of lockdown, with some retail units opening for the first time.

The first section of the North/South Highway opened to traffic in November 2020 and work continued to complete the works at Waterden Road. Infrastructure works are continuing, with the opening of Road A of the North/South Highway (Marshgate Lane) due in the next period.

Preparations are being made for Balfour Beatty to take over an area of the north Park to begin work on Phases 2 and 3, LLDC is in discussions with Balfour Beatty about start date for these phases which have been delayed. To accommodate this, the temporary landscape, which was created on the site of the Games-time hockey stadium, will be hoarded to facilitate the construction of the new homes.

The Reserved Matters Application for Phase 2 -7 of the development has been submitted and is expected to be considered by the planning Decisions Committee in the next period



### Hackney Wick Central

Spanning the border between the London Boroughs of Hackney and Tower Hamlets, the Hackney Wick Central development will provide a new neighbourhood centre around the recently improved Hackney Wick Station, building on the distinctive character and heritage of the area. The development will include workspace, retail and community facilities, as well as up to 200 new homes. Procurement has completed for a developer with Notting Hill Genesis (NHG) selected and LLDC will work with NHG to progress design work and build local relationships. LLDC worked with London Borough of Hackney (LBH) colleagues on elements relating to retail, workspace and low-cost workspace and LBH colleagues were part of the evaluation process in these areas.

### Pudding Mill Lane

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



'Masterplanning has progressed on both sites and have been subject to public consultation and pre-planning application consultation including reviews by the Quality Review Panel and Built Environment and Access Panel. Planning and Environmental Impact Assessment consultants have been appointed to support the planning applications. The Bridgewater planning application is due to be submitted in August 2021 followed by the Pudding Mill Lane application in October 2021, both ahead of the 31 December 2021 deadline.

Delivery and funding strategies for PML are to be developed and agreed with City Hall during 2021, with the intention of including in the 2022/23 Budget Submission. Procurement to select a joint venture partner to take forward the Bridgewater site alongside the Stratford Waterfront site has continued, with four bidders being taken through to the Invitation to Submit Outline Proposal stage in this period.'

### 3 Mills Studios

3 Mills Studios are open, filming has continued and East London Science School is open. Main river wall works complete. Follow on work to remove and replace damaged brickwork, and repointing of the brickwork wall completed. Final follow up work to complete parapet and handrail works and the towpath finish work due to complete in the next period. Appointed design team to work on the Getting Building Fund renovation projects at 3 Mills Studio; secured CIL funding for digital infrastructure

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

The Legacy Corporation is required to prepare an Infrastructure Funding Statement annually reflecting CIL and Section 106 income and expenditure. The charging authority must publish its Infrastructure Funding Statement on its website no later than 31 December following the end of the reported year. Updates will continue to be made quarterly through this report.

The Legacy Corporation started charging CIL on the 6 April 2015 (LCIL1) and put in place a new charging schedule on 1 July 2020 (LCIL2), which applies to schemes given permission after this date. In Quarter 4 2020/21 one LLDC CIL payment was received.

Date received	Amount received
March 2021	£932,960.03
<b>Total</b>	<b>£932,960.03</b>

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 4 2020/21 £216,714.49 was collected. This will be transferred to TfL (less a 4% administration charge retained by LLDC).



## PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Planning for c8,000 homes across the LLDC area, including affordable homes in line with the Mayor's ambitions and housing mix to meet local need (as per the Local Plan.</p>	<p>In the period of the previous Local Plan and in 2020/21 the total number of homes permitted full planning permission is 8,839 with 1,982 of these affordable.</p>	<p>G</p>
<p>Building on site or completed on approximately 2,350 homes on LLDC land.</p>	<p>In the period of the previous Local Plan, across LLDC planning area, around 10,100 homes were complete and in 2020/21 a further 1,408 new homes were completed and 3,841 homes are under construction.</p>	<p>G</p>
<p>Mossbourne Riverside Academy School and Bobby Moore Academy open and 1,200 school places delivered.</p>	<p>Following the completion of the Bobby Moore Academy secondary school site (approximately 1,140 school place) in 2018/19 LLDC and our partners have completed delivery of planned schools on the Park.</p>	<p>G</p>
<p>Plans and designs in place for total LCS commitment of 1,052 sqm social infrastructure.</p>	<p>Progress on schools outlined above. Social infrastructure delivered through planning for LLDC's housing developments, for example nursery space being delivered at Chobham Manor.</p>	<p>G</p>
<p>Off-Park physical regeneration programme completed (station improvements, Leaway, A12 connectivity).</p>	<p>Hackney Wick station improvements complete. Planning permission obtained for Stratford Station and funding being sought. Leaway projects; Twelvetees Ramp open and Silvocea Way complete. Continuing to work with partners on A12 connectivity.</p>	<p>A</p>

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to meeting Long Term Model capital receipts requirements and borrowing limits through the Housing Delivery Plan.	Financial and reputational impacts.	Housing strategy, tight monitoring and financial control, commercial opportunities, close working with GLA.	R
Risk relating to delivery of Housing Delivery Plan ahead of Transition.	Financial and reputational impacts.	Close working with GLA, resolving issues relating to individual development, ensure attractive propositions to market.	R
Risk relating to the success of off-Park developments.	Financial and reputational impacts.	Local Plan adopted and being implemented. Work ongoing on development opportunities including Hackney Wick, Pudding Mill Lane, Bromley by Bow.	A
Electric capacity requires reinforcement.	Financial impacts.	Energy strategy commissioned, review and implement findings.	R
Risk relating to impact of construction on residents and visitors.	Reputational and financial impacts.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future developments.	A
Housing delivery plan: meeting Town Planning requirements around affordable homes and planning deadlines.	Delivery, financial and reputational impacts.	Close working with development partners, other land owners and the Mayor of London's office. Assessing impact of Mayor's Affordable Housing Programme.	R

## 2. WORK

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

**Queen Elizabeth Olympic Park is perfectly positioned to support high quality businesses and employment opportunities, with excellent transport links, space for office and workshop accommodation at Here East, and with housing and leisure on the doorstep. The surrounding area includes the business districts of International Quarter London (IQL), Westfield, Stratford town centre, Hackney Wick and Here East.**

Transport for London (TfL), Nursing and Midwifery Council, The Insolvency Service, Financial Conduct Authority (FCA), Cancer Research UK, British Council and Unicef, have re-located into IQL. Westfield (Europe's largest urban shopping centre), Stratford town centre and the developing Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, V&A, Loughborough University London, BT Sport, Studio Wayne McGregor, Hobs Studio and Sports Interactive already in place, and significant activity is emerging in the key modern industrial sectors of digital technology, creative, culture and fashion, and the automotive industry.

The Park is becoming an innovation cluster with a global presence to stimulate economic growth benefiting people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both and LLDC is actively encouraging the development of this network. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education



presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through East Bank (formerly the Culture and Education District).

A fundamental plank of LLDC's strategy is to use its remit as a regeneration agency to ensure that business growth, development and construction generate job opportunities for local people, and that local people are supported to access these jobs and develop the appropriate skills, through apprenticeships and other forms of vocational training.

## PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Continue to deliver the QEOP 'East Works' jobs and skills programme.</p>	<p><b>COMPLETE</b></p> <p>See commentary below.</p>
<p>Good Growth Hub (GGH), the physical facility to consolidate and scale the East Works programme to open at Hackney Bridge (formerly Clarnico Quay).</p> 	<p>A New Direction appointed to operate the Hub following a procurement process. The Hub is due to open with a soft launch in the next period.</p>
<p>Continuing the development of the QEOP Training Association (TA).</p>	<p><b>COMPLETE</b></p> <p>The Training Centre is due open to in the next period and welcome its first cohort of trainees for construction training.</p>
<p>Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.</p>	<p>Currently in 6 schools and colleges. In initial conversations with a number of local schools interested in the programme.</p>
<p>Completion of LLDC's Shared Training and Employment Programme (STEP) programme with East Bank partners and commencement of 2020/21 programme.</p>	<p><b>COMPLETE</b></p> <p>The Good Growth Hub will now deliver the 2021 STEP programme and registrations opened in this period for the 2021 programme.</p>
<p>Delivering the Hobs Studios training academy at Here East.</p>	<p><b>COMPLETE</b></p> <p>12 out of 15 learners from the first cohort have secured progression work placements with Hobs Academy employers/partners. The delivery of the current phase has paused course has been paused to focus on supporting existing graduates into progression placements. Course 4 will begin in the next period.</p>

TARGETS	PERFORMANCE AND COMMENTARY
<p><b>Construction</b></p> <ul style="list-style-type: none"> <li>• 28% of the workforce have permanent residency in Host Boroughs</li> <li>• 25% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 3% of the workforce are apprentices</li> </ul>	<p>The most recent construction figures available are to end of February 2021</p> <ul style="list-style-type: none"> <li>• 25% of construction employees working on the Park are Host Borough residents</li> <li>• 81% of the workforce are from BAME groups</li> <li>• 6% of the workforce are women</li> <li>• 4% of the workforce are disabled people</li> <li>• 6% of the workforce are apprentices</li> </ul>
<p><b>End-use</b></p> <ul style="list-style-type: none"> <li>• 25-85% of the workforce are from Host Boroughs</li> <li>• 25% are from BAME groups</li> <li>• 50% are women</li> <li>• 3-5% are disabled people</li> <li>• 5% are apprentices</li> </ul>	<p><b>Copper Box Arena and London Aquatics Centre</b></p> <p>Workforce performance as of March 2021 (these figures are reported annually):</p> <ul style="list-style-type: none"> <li>• 53% workforce Host Borough residents</li> <li>• 32% workforce are from BAME groups</li> <li>• 53% workforce are women</li> <li>• 1% workforce are disabled people</li> <li>• 0% workforce are apprentices</li> </ul> <p>GLL apprentices are all currently still on furlough however they are committed to restarting their employment once venue workforce numbers are back up to normal operational levels</p> <p><b>Estates and Facilities</b></p> <p>Workforce performance as of March 2021:</p> <ul style="list-style-type: none"> <li>• 57% workforce Host Borough residents</li> <li>• 44% workforce are from BAME groups</li> <li>• 30% workforce are women*</li> <li>• 8% workforce are disabled people</li> <li>• 6% workforce are apprentices</li> </ul>

\* Against contractual target of 30 - 42%.

## COMMENTARY ON KEY WORK PROJECTS

Following a competitive process, we have appointed A New Direction to operate the **Good Growth Hub**. The Hub is based at Hackney Bridge and is due to open with a soft launch in May 2021. It will become a focal point for local people seeking Park-based careers and for employers including East Bank partners, looking to recruit diverse, local talent, aiming to give information, advice and guidance to over 2,500 local people and help over 450 people into work over the next 5 years.



The Good Growth Hub will now deliver the 2021 **Shared Employment and Training (STEP)** Programme and registrations opened in this period for the 2021 programme. STEP is funded and developed by LLDC and supported by founding partners Bow Arts, Sadler's Wells and others and is now in its fourth year. As part of the programme, young east Londoners can access 12-month, LLW-paid traineeships with some of east London's most exciting cultural and creative organisations. This year's partners include East Bank partners Sadler's Wells, V&A, BBC and UCL, as well as Pretty Bird, Worldwide FM and Bow Arts.

In the autumn 2020, our community organisation partner **Bikeworks** started the first cohort of students on their Inclusive Employability

programme, an introductory employability skills programme which supports people with disabilities, long-term health conditions and mental health support needs, to gain skills and confidence needed to return to work. Bikeworks have developed a matrix of options for the young people to volunteer as part of their all ability clubs, cycle maintenance, instruction depending on their interests. More details can be found here <https://www.bikeworks.org.uk/employability-courses-cycle-into-work>

Delivered by the Trampery, the **Sustainable Fashion Accelerator** is a fully-funded six-month learning programme for fashion SMEs based in east London, addressing the underlying issues facing fashion companies with a focus on integrating sustainability into their business models. It is for fashion designers ready to take the next step in their journey and is funded by the LLDC as part of our support of the growth of the Fashion District.

Cohort 3 launched in November 2020 with 9 businesses on the cohort. Businesses focus on integrating sustainability into their business models, receiving expert support built around a triple bottom line approach (people, planet, profit). The course covers topics such as environmental and social governance, minimising impact with materials and processes, sustainable growth and investment and founder wellbeing and leadership.

As part of this work, Trampery is working with LLDC and the GLA to develop a Good Work Standard for Fashion, which takes the Mayor of London's Good Work Standard and adapts the framework for the fashion industry and supports our SMEs to qualify for the Standard, with a launch of the report and framework during London Design Week in September 2021. We are recruiting for Cohort 4 and applications closed in this period, with the final cohort completing in November 2021.





### **Here East**

With London still in lockdown, Here East's Business Resilience Plan continued to be in place. Tenant numbers over the period remained at approx. 900 people daily, a quarter of normal occupancy. Due to the occupancy levels, a small percentage of the Here East team remained on flexible part time furlough, with plans for them to return next quarter as we hope to see more of our tenant community return.

Here East retail and leisure tenants have continued to trade, providing an invaluable take out service for the local community. During Q4,

focus was given to the preparation of Canalside to ensure a safe, secure and vibrant environment in line with the governments change in restrictions on the 12 April.

This quarter was positive on the lettings front with key lettings and expansions expected for a couple of existing tenants in the next period. As expected, all events were cancelled for the quarter and interest has started to come in for later in the year.

## PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Around 8,000 jobs through developments on Queen Elizabeth Olympic Park.</p>	<p>LLDC led construction: 24,290. Other Park construction (incl. IQL): 15,156. LLDC end use: 469. Other Park end-use (Here East and IQL): 10,479.</p>	<p>G</p>
<p>Stimulation of business growth in the MDC area: measured through net gain in employment floorspace.</p>	<p>As of March 2020, a total of 680,000 sqm of new B Class employment space had been permitted by the end of 2018 in LLDC's area since 2012. Of this 257,000 sqm has been completed and 140,000 sqm was under construction. 21,718 sqm of affordable workspace has been permitted since 2012, of which around 8,087 sqm completed and 4,492 sqm under construction.</p> <p>Reporting is now being undertaken for this financial year through the Planning Authority Monitoring Report, to be reported to the Board.</p>	<p>G</p>
<p>Minimum % workforce jobs secured by growth borough residents (30% construction; 25%-85% end use depending on sector).</p>	<p>Construction snapshot (February 2021): Local: 25%</p> <p>End use snapshot: Copper Box Arena and London Aquatics Centre (March 2021) Local: 48%</p> <p>EFM (March 2021): Local 57%</p>	<p>G</p>
<p>% of workforce from priority groups (targets defined by sector and development).</p>	<p>Construction snapshot (February 2021): BAME: 81% Women: 6% Disabled: 4% Apprentices: 6%</p> <p>End use snapshot: Copper Box Arena and London Aquatics Centre (March 2021)</p> <p>BAME: 32%; Women: 53%; Disabled: 1%</p> <p>EFM (March 2021):</p> <p>BAME: 44%; Women: 30%; Disabled: 8%</p>	<p>G</p>



OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
5% apprentices in the workforce (construction, EFM, end use).	An average number of 5% of apprentices in the workforce on the Park (snapshot figure).	G
Hackney Wick Neighbourhood Centre first phase on-site.	Planning approved and S106 Agreement finalised; procurement for a developer completed in 2020/21 with Notting Hill Genesis appointed.	A
Here East fully occupied with planned profile of tenants.	Here East is currently 77% let and 10% under offer. Before lockdown interest remained strong and lettings in the pipeline provided a very positive outlook.	G
At least the London Living Wage paid to all directly employed staff at LLDC and by all its Tier 1 contractors and direct suppliers; apprenticeships paid at least to the national minimum wage.	<p>Annual LLDC audit for 2020 confirms compliance and the LLDC has signed up to the GLA's group-wide Living Wage policy that requires LLW to be paid through the supply chain too (implemented for all new contracts).</p> <p>Apprentices receiving the national minimum wage is built into all relevant contracts.</p>	G
Perceptions measure: % of east Londoners agreeing that benefits of London hosting 2012 Olympic & Paralympic Games have been delivered through increased business and job opportunities.	The most recent research was undertaken in 2019/20 and showed that 91% of east Londoners think that the Park is creating job opportunities for the local community, increased from 81% in the previous year.	G
Stronger retail centres: vacancy rates lower than London average.	London-wide vacancy rate 9.9%; Stratford Metropolitan Centre 13% ; for East Village 11%; for Hackney Wick Neighbourhood Centre 6%	G

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Number of opportunities relating to Park development successfully awarded to local businesses.	Measured through impact of LLDC's commercial activities on local businesses. Improved position for 2020/21 with £8.5m (7.1%) local spend against £2.2m (2.3%) with local suppliers in 2019/20. From 2016/17 to 2020/21 just over 5% of spend has been with local businesses.*	G
Contribute to reduction in percentage of working age population of growth boroughs with no qualifications (convergence target).	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Boroughs are not currently publishing collective performance on convergence targets.	B
Contribute to % 19 year olds resident in growth boroughs achieving level 3 threshold (convergence target).	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Boroughs are not currently publishing collective performance on convergence targets.	B
Contribute to increase in working age population of growth boroughs qualified to at least Level 4 (convergence target).	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Boroughs are not currently publishing collective performance on convergence targets.	B
Contribute to reducing the unemployment rate 16+ in growth boroughs (convergence target).	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Boroughs are not currently publishing collective performance on convergence targets.	B
Contribute to raising the median earnings for full time workers living in growth boroughs (convergence target).	The last time this metric was measured it was on track to meet the target. However, the 4 Growth Boroughs are not currently publishing collective performance on convergence targets.	B

\* The comparative size of the East Bank construction project has an impact on these figures, for example in 2020/21 over half of LLDC's total spend was with nine non-local businesses working on East Bank.

## KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to meeting priority theme targets and wider regeneration aspirations.	Reputational impacts.	A strong set of targets agreed through procurement and contracts; close working with partners.	G

# 3. VISIT

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

**Queen Elizabeth Olympic Park opened fully to the public in April 2014 and from the outset offered ‘something for everyone’ with new parklands and playgrounds, world-class sporting facilities open for public use, and a varied programme of public sporting, cultural and community events in the venues and open spaces. Nearly four million visitors came in the first full year – well above expectations.**


The Queen Elizabeth Olympic Park brand already competes well against other destination hubs, and has a broad profile that is felt to be ‘different’ to existing offers.

LLDC’s objective for 2015-2020 was that visitor numbers should be maintained at least at current levels, and that as the Park develops the numbers of visitors should increase in line with development. The Stadium brings over a million spectators per year and raises the profile of the Park through a global TV audience

of millions. A growing number of people view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should become a vital component in joining new and existing communities together. Attracting visitors to the Park is important because it supports the financial sustainability of the venues and the upkeep of the Park, brings people in who will spend in the local economy (contributing to local jobs and wellbeing), and contributes a critical mass of people to metropolitan Stratford. While increasing the national and international appeal of Queen Elizabeth Olympic Park, LLDC’s visitor strategy will also ensure that it is still viewed – and used – positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA’s cultural tourism vision, promoting authentic cultural opportunities outside central London.



## PROGRESS AGAINST MAJOR VISIT MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	ESTIMATED DATE AND COMMENTARY
<p>Achieve 6.2m visitors to the Park in the context of less event space and more construction work.</p>	<p>In this period, LLDC maintained safe and high quality Parklands as lockdown measures changed, supported by on Park, web and social media communications. Park usage for 2020/21 was just under 2.5m -roughly 40% of usual numbers - following lockdown, due to travel restrictions and the closure, at some points, of venues, schools and construction sites.</p>
<p>Achieve 1m visitors to the London Aquatics Centre.*</p> 	<p>The London Aquatics Centre was open for community use with a reduced service at the start of this period but closed when restrictions tightened in November 2020. There were over 125,000 visitors in 2020/21 to the end of December 2020. The venue is scheduled to re-open in April 2021.</p>
<p>Achieve 445k visitors to the Copper Box Arena.*</p>	<p>The Copper Box Arena was open for community use with a reduced service at the start of this period but closed when restrictions tightened in November 2020. There were over 15,000 visitors in 2020/21 to the end of December 2020. The venue is scheduled to re-open in April 2021.</p>
<p>Achieve 180k visitors to the ArcelorMittal Orbit.*</p>	<p>The ArcelorMittal Orbit closed when restrictions tightened in November 2020. There were over 10,000 visitors in 2020/21 to the end of December 2020. The attraction is scheduled to re-open in May 2021, initially on 4 day week basis and 3 days a week from October half term.</p>
<p>Support safe delivery of summer concerts, music festivals and sporting events.</p>	<p>The Major League Baseball series and athletics meetings were cancelled. The Hella Mega concert featuring Green Day has been rearranged for 2022 by the promoter. Safety has been the highest priority in holding Premier League matches, both behind closed doors and when spectators were allowed to watch matches at the Stadium.</p>
<p>Deliver two community events on QEOP (Great Get Together and Family Fun Day).</p>	<p>The community events were cancelled due to the lockdown.</p>

TARGETS	PERFORMANCE AND COMMENTARY
<p>Manage and maintain quality of core Parklands and venues during development, including retaining Green Flag.</p> 	<p><b>COMPLETE</b></p> <p>Continued estate and facilities management on Park and venues during lockdown to maintain the quality. The Green Flag award was awarded for the seventh year in a row in this period. The Park was voted as one of the Top 10 Parks in the country in the poll undertaken by Green Flag Award organisers.</p>
<p>High Ropes attraction opens.</p>	<p>Construction of High Ropes attraction was suspended due to the COVID-19 crisis. The operators' investors have pulled out citing Covid pandemic and attraction market uncertainties. The operators are trying to seek alternative investors</p>
<p>Maintain safety and security of the Park estate including measures to ensure safety during lockdown period and recovery.</p>	<p><b>COMPLETE</b></p> <p>Reinforced the Government's guidance on the Park about social distancing through signage, security patrols and social media messaging.</p>
<p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p>	<p><b>COMPLETE</b></p> <p>Stadium operations continued through 2020/21 in line with changing Government guidelines, with football matches being held both behind closed doors and in front of spectators.</p> <p>The Major League Baseball series and athletics meetings were canceled.</p> <p>The Hella Mega concert featuring Green Day was rearranged for 2022</p>

\* Visitor numbers on the Park and in venues have been impacted by the lockdown due to COVID-19. Reporting this year will focus on the safe reopening of the venues and the Park facilities at the appropriate time, with the aim that visitor numbers increase as lockdown measures ease

## COMMENTARY ON VISIT ACTIVITIES

In this period, LLDC maintained safe and high quality Parklands as lockdown measures changed, supported by on Park, web and social media communications. Park usage is at roughly at 40% of usual numbers following lockdown due to travel restrictions and the closure of venues, attractions and schools during some periods: total visitor numbers for 2020/21 were close to 2.5m.

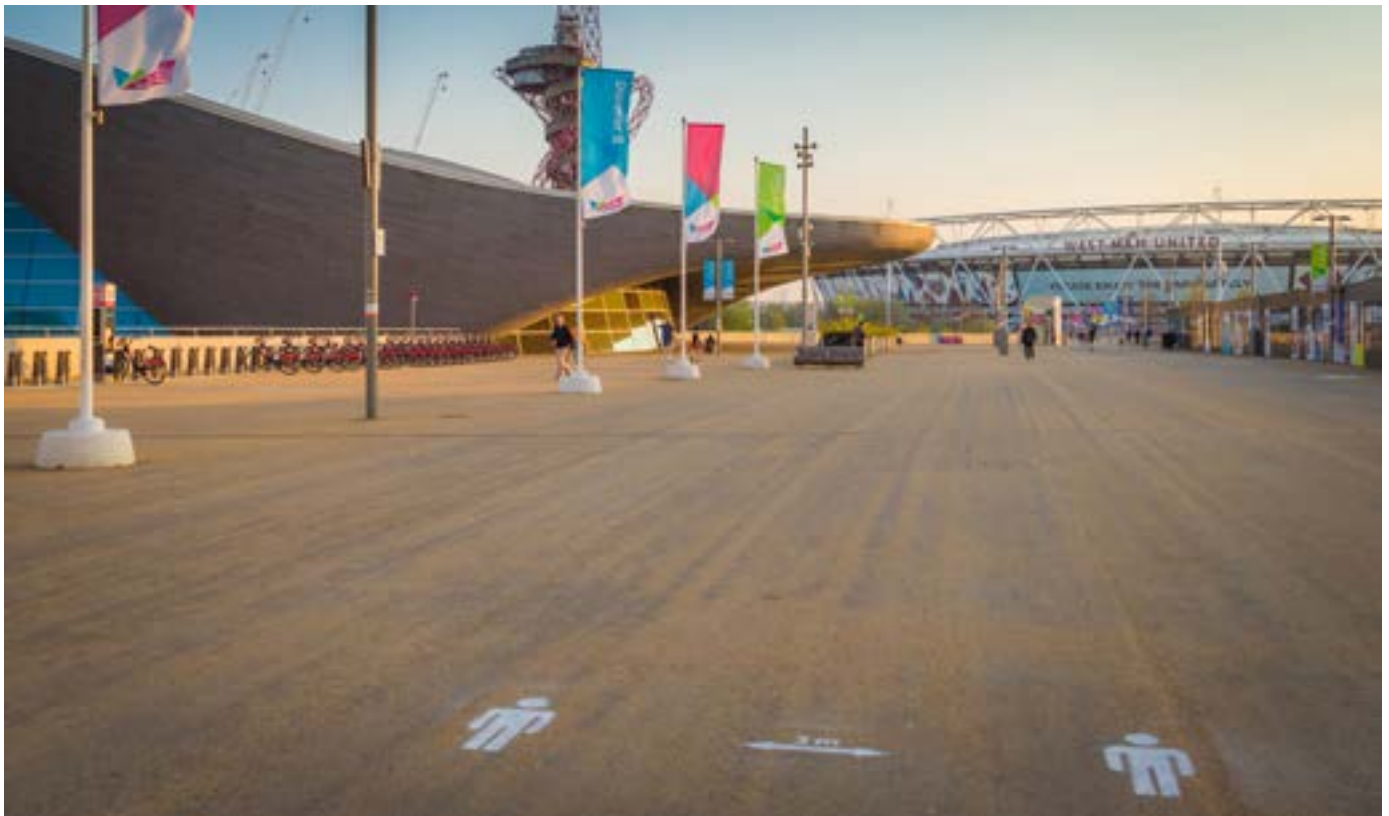
During this period the Park was open including play areas, with outdoor gyms re-opening as lockdown measures eased. There was clear signage reminding visitors to take precautions. The toilets close to the ArcelorMittal Orbit and the Timber Lodge were open with increased cleaning regimes. During this period, The Timber Lodge started to be used as a COVID-19 testing centre for construction workers. Procurement for new catering and retailers for Timber Lodge and Park Kiosks to commence in the next period. Location filming on the Park also took place in this period.

Preparations were made at the London Aquatics Centre and Copper Box Arena to re-open for community use in April 2021, in line with safety guidelines. The Aquatics Centre held the Superleague Triathlon in March and at Easter the British Swimming Trials & Olympic Qualifying

Events, with elite swimmers competing for their spot at the Tokyo Olympics. Elite sports also continued behind closed doors at the Copper Box Arena where the London Lions played basketball and professional boxing matches took place. In the next period, the Copper Box Arena will commence hosting Vitality Netball Superleague matches as one of two venues for matches. There will be a total of 50 matches played at the Copper Box Arena though until June 2021; matches are being played behind closed doors and shown on Sky Sports and YouTube. Abseiling at the ArcelorMittal Orbit is due to re-commence in April 2021, with the attraction and Slide scheduled to re-open in May 2021.

In the coming months preparations will be made to ensure the Park is safe for further restrictions to be lifted. Scheduled events include FIH pro League Hockey behind closed doors at the Lee Valley Hockey and Tennis Centre from 8 May 2021 (although some matches have been cancelled because of travel restrictions), a 10km series run on 5 June 2021 and the Wing Fest 2021 food festival on 24 and 25 June 2021.

Following the death of the Duke of Edinburgh the Park flew flags at half-mast and LLDC used external communications to show its respect.





### COVID-19 commemoration

The Mayor of London announced in 2020 that a new public garden of blossom trees would be created in the Park to commemorate Londoners who have lost their lives to COVID-19 and the impact the virus has had on all of us.

LLDC is working in partnership with the GLA, the National Trust and with support from Bloomberg to create the garden which completed in this period. The area remains closed until the opening planned for the next period. The blossom garden will allow all Londoners and visitors to the capital to contemplate and reflect on the thousands of lives that have been lost in London, the vital efforts of key workers, and the city's shared experience of the pandemic.

A total of 33 blossoming trees have been planted at the heart of the garden, representing all London boroughs and the City of London. The eight species of spring blossoming trees have been chosen for the memorial as the blossom season coincided with the start of the first national lockdown in March this year, at the peak of the first wave of the pandemic.

### London Stadium

Following the move to Tier 4 and the subsequent national lockdown, Premier League football matches at the London Stadium were played behind closed doors during this period. Preparations are being made to accommodate up to 10,000 supporters at the Stadium for West Ham United's final match of the season on 23 May against Southampton. Maintenance work on the venue has also continued in this period.



London has progressed to the second stage of bidding for the MLB European Series of events running from 2023-2026. The Stadium Team are working as part of the city consortium led by the GLA to prepare the final submission with the result expected by August 2021.

The renewed Sponsorship, Marketing and Park Assets Strategy focusing on how LLDC can develop its sponsorship and marketing structures and systems to derive more value from our Park

and Stadium assets has been completed. The commercial offer at the Stadium is being diversified with a new open-air event space, providing a versatile area inside the main bowl for up to 1,000 attendees for events and parties. The advantage of this is that COVID-19 regulations can be safely managed within the outdoor space, while shielded from the weather by the Stadium roof.

## PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Stadium completed and operating safely and effectively by Summer 2016.	The London Stadium opened in 2016 and continues to operate successfully with major events including West Ham United football matches, Major League Baseball, athletics, including the World Athletics Championships, and large-scale summer concerts (although the COVID-19 crisis impacted on summer events in 2020).	G
Varied annual events programme delivered for a range of audiences in collaboration with partners and operators.	High profile events included the World Para Swimming Championships, FINA World Diving Championships Vitality Netball Superleague final, the Street League Skateboarding World Tour, the Call of Duty World League Tournament, British Fast Fives Netball Championship and the British Basketball AllStars Championship, the FIH Pro League international men's and women's hockey matches and the Great Get Together community event. The COVID-19 crisis impacted on summer events in 2020 and 2021.	G
Brand strategy for Queen Elizabeth Olympic Park embedded with partners, developers and operators.	The Brand Strategy agreed in consultation with partners, developers and operators.	G
Access to waterways opened up via Canal Park and the Leaway Update to strategy: Canal Park completed and responsibility handed over to LLDC in spring 2016.	Capital projects are complete. The Leaway project transferred to London Boroughs of Newham and Tower Hamlets.	G



OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Queen Elizabeth Olympic Park protected as one of the largest metropolitan parks in east London.	Open space has not changed and parkland environment remains protected.	G
Maintain Green Flag status The international award is the mark of a quality park or green space and is a sign to the public that the space boasts the highest possible environmental standards, is safe and secure, is well maintained and has excellent visitor facilities.	The Park received the prestigious Green Flag Award for the seventh consecutive year in 2020.	G
Visitor numbers sustained and increasing in line with Park development.	Visitor numbers to the Park met estimates and grew annually until impacted by the COVID-19 crisis.	G
Net promoter score maintained.	Visitor research in 2019/20 showed an NPS score of +79 (NPS score of >1 considered good, >50 is excellent)	G

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park ensuring appropriate security resource and implementation of new initiatives.	R
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Financial and reputational impacts.	E20 Stadium LLP Board and funders considering commercial options. Stadium operations brought in house. 5 year improvement plan in place.	R
Risk relating to trading activities including venues (CBA, LAC, AMO), events and car park.	Financial impacts, reduced income or increased costs.	Manage and monitoring financial targets and contracts. Spend to save initiatives. Implement commercial strategy.	R

# 4. INSPIRE

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



**The initial legacy priority was to establish a viable future for the Park as somewhere to live, work and visit, and the key ingredients of this success were laid down early on. This created space to review the plans and seek to secure an even greater benefit for the surrounding community.**

The ambitious vision for East Bank (formerly the Culture and Education District) was developed with the Mayor of London and the East Bank partners, and secured government funding following approval of the Full Business Case in 2018. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £1.5 billion of economic value from the area.

East Bank will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

Over the coming years, University College London will establish a campus with academic facilities, student and staff accommodation. On Stratford Waterfront, the BBC, University of the Arts London's College of Fashion, the Victoria and Albert Museum and Sadler's Wells are key partners in the development of a culture and education district.

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme.</p>	<p><b>COMPLETE</b></p> <p>Following lockdown, construction work recommenced in June 2020 with social distancing measures such as one-way systems around the site and in welfare facilities and new contactless access control measures. Construction work has continued to progress in line with the revised programme and with social distancing measures in place. The four building structures are now well above ground. The programme of procurement of contractors has continued.</p>
<p>Continue to work with East Bank partners to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.</p>	<p><b>COMPLETE</b></p> <p>The East Bank Benefits Delivery Plan was approved by all partners in 2019/20 and all partners are working together to deliver this.</p>
<p>Progress EAST Education, an education engagement programme with East Bank partners.</p>	<p><b>COMPLETE</b></p> <p>EAST Education programme being implemented, monthly working group ongoing. East Summer School and East Autumn School delivered successfully online.</p>
<p>Deliver environmental engagement events e.g. World Environment Day, Climate Week.</p>	<p><b>COMPLETE</b></p> <p>UCL and LLDC co-hosted a successful on-line event entitled “How can CleanTech contribute to London’s drive for net zero carbon?” as part of London Climate Action Week.</p>
<p>Deliver the QEOP Smart Sustainable District programme (Smart Mobility Living Lab).</p>	<p><b>COMPLETE</b></p> <p>Smart Mobility Living Lab launched in Quarter 2 of 2020/21.</p>

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Develop the QEOP advanced mobility programme (including the commencement of the Connected and Autonomous Vehicles test bed and trials of the Capri pods).</p> 	<h3 data-bbox="820 405 1110 461">COMPLETE</h3> <p data-bbox="820 501 1458 568">Smart Mobility Living Lab launched In Quarter 2 of 2020/21.</p>
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.</p>	<h3 data-bbox="820 972 1110 1028">COMPLETE</h3> <p data-bbox="820 1068 1402 1202">Joint community engagement strategy developed with involvement from Chobham Manor residents though limited activity currently due to restrictions.</p> <p data-bbox="820 1220 1430 1288">Site relations activities ongoing for Phase 1 of East Wick and Sweetwater.</p> <p data-bbox="820 1305 1410 1406">East Bank focus on EAST Summer School and East Autumn School 2020 which were delivered online successfully.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub67, Mobile Garden City, Warton Road).</p>	<h3 data-bbox="820 1458 1110 1514">COMPLETE</h3> <p data-bbox="820 1554 1452 1767">Lease extended at Hub67 until December 2021. Activity during the period moved to being online and team also supporting vulnerable people in Hackney Wick and Fish Island. The space is scheduled to be open for hires from 17 May 2021 in line with guidelines.</p> <p data-bbox="820 1785 1374 1852">Limited activity at Carpenters Cage due to restrictions.</p> <p data-bbox="820 1870 1410 2004">Mobile Garden in storage and on programme for move and opening in the next period. Outreach programme to support has been developed.</p>

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

### MILESTONES FOR COMPLETION IN 2020/21

### PERFORMANCE AND COMMENTARY

Deliver successful Park Champions programme, including obtaining Investing in volunteers' status.



## COMPLETE

There has been an ongoing online knowledge sharing programme with the volunteers during lockdowns, and the annual thank you celebration was a Zoom event. The Information Point and Mobility Service staffed by volunteers was able to reopen temporarily in this period prior to restrictions being tightened. The Investing in Volunteers accreditation was renewed in this period.

Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.

## COMPLETE

Legacy Youth Board and Legacy Youth Voice have completed a youth survey and held an online Youth Conference in this period. These will be reported to Board in the next period

## COMMENTARY ON INSPIRE MILESTONES



### East Bank

The Mayor of London broke ground at an event on 2 July 2019 to mark the start of construction on East Bank - the country's new powerhouse of culture, education, innovation and growth.

Work has continued at the new UCL East and Stratford Waterfront sites at Queen Elizabeth Olympic Park, which will become the largest culture and education project for a generation, helping to cement the capital's reputation as a world leader in these fields.

RIBA stage 4 design for Stratford Waterfront is complete and, construction work recommenced on 1 June with social distancing measures such as one-way systems around the site and in welfare facilities and new contactless access control measures. Productivity has increased since work re-commenced and work has continued to progress in line with the revised programme. The four building structures are now well above ground as shown in the photo below. Procurement for the construction packages is well progressed.



Work at the East Bank UCL East's Pool Street site (Vinci) and Marshgate site (Mace) are progressing. Pool Street site works continued through the lockdown period with full social distancing measures in place. The programme to complete both sites is now back to pre-COVID-19 levels, with Pool St scheduled to open in 2022 and Marshgate in 2023.

**East Careers Week** took place in March 2021 to coincide with National Careers Week and was aimed at 15-18 year olds from local schools.

The aim of the week long programme was to engage young people in creative, digital and STEM careers in east London and beyond and the pathways they need to take to get into those careers. This was the first ever East Careers Week



delivered by EAST Education in partnership with East Bank partners BBC, UCL, UAL's London College of Fashion, V&A and Sadler's Wells along with local partners including Here East, Liverpool Media Academy, Staffordshire University and Art Clubbers. There were 25 events over the five days including webinars and smaller interactive workshops for school groups. Despite it being a potentially difficult week for schools and young people preparing to return to school, over 700 young people took part in the week.

The majority of attendees were from Black, Asian and Minority Ethnic backgrounds and the feedback from attendees was overwhelmingly positive:

- 93% of local schools signed up to the week
- 90% attendees were from Black, Asian and Minority Ethnic backgrounds
- Female 79% / Male 17% / Non-Binary 2% / Other 2%
- 97% found their event informative
- 96% found the speakers engaging and inspiring
- 98% said the event made them think more about their future career
- 93% found the event made them think about pursuing further education
- 97% enjoyed the event they went to
- 80% would like to be involved in a similar activity in future; 17% said maybe; 2% said no



As set out in the last report, the first online **East Autumn School**, a pilot with East Bank partner UCL's Institute of Making, took place from 25 November to 16 December 2020, for 15 - 18 year olds in East London. This included workshops covering design and digital technology, sound engineering, programming, fashion textiles, embroidery, and footwear design and included 3D Design for Animation/3D Printing, Upcycle Your Plastic, Customise your Facemask and Household Material Trainer Design. 42 young people participated in this online pilot programme. The programme was successful in attracting local people from Black, Asian and Minority Ethnic backgrounds and feedback from attendees was also very positive:

- 94% of participants were from Local Boroughs (Hackney, Newham, Tower Hamlets and Waltham Forest) with 56% from Newham.
- 66% were female; 31% male; and 3% other
- 94% rated their class Excellent/Very Good/Good
- 40% said that the workshop made them think about their future career

A youth conference, developed by Legacy Youth Board and Legacy Youth Voice, was held online on 18 March 2021. The event, called 'Future Me, Future Youth' amplified the voices and views of young people from east London to build a sense of hope and aspiration. It was a free event and included conversations around the education, employment, community involvement and self-resilience, all through the lens of a young person.

## Legacy Youth logo

A total of 54 young people took part in the breakout room discussions and each of these was facilitated by a legacy youth board member and supported by a legacy youth voice and Badu community leadership member.

As part of the event we also launched the recruitment for new Legacy Youth Board members. The Legacy Youth Board have also been working on a survey of local young people. A full report will be submitted to the Regeneration and Communities, but highlights include:

- The Park is considered by over 80% of respondents as either good or excellent as a place to visit: with friends or family; for leisure; and for events.
- The Park was rated by 48% of respondents as either good or excellent as a place of jobs and training opportunities, and a further 36% as satisfactory.
- Respondents were asked about the impact of COVID-19 on their daily lives: 78% agreed or strongly agreed that it had impacted on their education; 65% agreed or strongly agreed that it had impacted on mental health; and 59% agreed or strongly agreed that it had led to anxiety about career prospects.

The Park Panel meeting in March 2021 included an update on LLDC's Corporate Strategy which was well received.

Construction of the Mobile Garden has been scheduled and is due to be in place in its new location in East Wick and Sweetwater in April 2021. The new Skatepark at Hackney Wick is also scheduled to open later in 2021.

Plans are in place for the safe and phased reopening of Hub67 (Hackney Wick) and The Hall (East Village) community centres in line with government advice. An expression of interest process has also been launched for an operator for the new Chobham Manor community space - which is in final stages of completion.

### Inclusive Innovations District

The Inclusive Innovation District brings together the shared knowledge and collective endeavours of a whole range of business, academic, cultural and community partners, seeking to position east London globally in terms of research, development and enterprise, in a way which focuses on addressing specific local needs and challenges (alongside wider UK 'grand challenges'), so that it can have a real and lasting impact on local communities.

As part of the workstream to develop the Park as an Inclusive Innovation District increasing attention is being paid to the role that the Park can play as a real-world urban testbed. Collaboration work and soft market testing is underway between partners who will together appoint a creative agency to develop a name and brand identity for this by summer 2021.

The ELIEZ (East London Inclusive Enterprise Zone) final demo day was held on 18 March 2021 and opened and closed by Baroness Tanni Grey-Thompson. This event celebrated the end of the inclusive accelerator programme that has been run with 30 entrepreneurs each focusing on disability led innovation. Alongside this accelerator programme, the project involved converting an existing innovation space at Plexal, the innovation workspace at Here East, into an accessible, specially designed space for entrepreneurs and businesses leaders who are disabled or focused on servicing disabled communities.

The project was funded by Research England with match-funding and in kind support from 12 partners; UCL, LLDC, Global Disability Innovation Hub, Plexal, Here East, Disability Rights UK, Barclays, Ford Mobility, Loughborough University London, London School of Fashion, Greater London Authority, Capital Enterprise and Hackney Council. The project was primarily run during the lockdown period from January 2020-March 2021.

### Sustainability

Clean Tech has been confirmed as one of the 4 innovation focus areas, bringing innovation activity opportunities to the sector.

LLDC has launched its Fair Energy project with Loughborough University London, supporting local residents to switch to more affordable, green energy providers.

In partnership with Hackney Wick Fish Island CEZ, LLDC has secured funding of £40,000 from the Mayor's Resilience Fund for innovative, sustainable solutions for affordable workspace. This demonstrated our work in partnership building and finding every day, innovation solutions to local needs.

## PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Stratford Waterfront and UCL East design and build nearing completion.	<p>Construction work at Stratford Waterfront has continued to progress in line with the revised programme and with social distancing measures in place. The four building structures are now well above ground. The programme of procurement of contractors has continued.</p> <p>The programme to complete both UCL East sites is now back to pre-COVID-19 levels, with Pool St scheduled to open in 2022 and Marshgate in 2023.</p>	G



OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Plans for a robust visitor offer developed for the Culture and Education District (now East Bank), including ambitious and appropriate content and visitor services, and integration with the wider QEOP offer and brand.	East Bank partners are working hard on collaborative ventures to raise awareness in the local area and deliver on Strategic Objectives. East Bank will further expand the visitor offer on the Park to incorporate world-class cultural events, exhibitions, concerts and performances. It will also enhance the night time economy of the area with new cafes, bars, restaurants and student activities.	G
Co-ordinated marketing, programming and audience development plans developed with Stratford Waterfront institutions and local partners and integration with the wider QEOP offer.	The Mayor of London broke ground at an event on 2 July 2019 to mark the start of construction on East Bank. The event, attended by representatives including from East Bank partners and local boroughs and local schoolchildren, generated significant positive media coverage, which has continued with high profile and positive subsequent media coverage. East Bank branding agreed with all partners. LLDC and East Bank partners continue to develop marketing, programming and audience plans.	G
Collaborative and innovative programme developed for disability sport, art, theatre, urban design, transport through the Global Disability Innovation Hub.	Leadership of the GDI Hub has passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity.	G

## KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
Issue that the East Bank will be delayed or costs will be more than anticipated.	Financial implications and programme delays.	Opportunities plan, close liaison with funders, effective design management and procurement programmes, management of Project Management partner.	R
Risk to East Bank funding.	Financial implications and programme delays.	Engagement with project funders. Ensure best outcome from residential development.	R


# 5. DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC's core values: Ambition, Responsibility, Collaboration, Excellence, Accessibility and Sustainability

Work in this area includes functions to support the delivery of the Legacy Corporation's objectives through services including finance, human resources, IT and information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy

directorate which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

## PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Work towards improved financial sustainability Ongoing delivery of the restructuring plan of the Stadium.</p> 	<p><b>COMPLETE</b></p> <p>The Marketing, Sponsorship and Park Assets strategy has been approved and is being implemented by the Chief Commercial Officer.</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>The report has been drafted and is due to be published in the next period, following engagement.</p>

## PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p><b>Health and safety</b> Construction undertaken without a fatal accident on site; to prevent any lifechanging injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.</p>	<p><b>COMPLETE</b></p> <p>The total number of RIDDOR reportable incidents in 2020/21 was 1, with over 2.3 million hours worked, so the rate was below 0.17 per 100,000.</p>
<p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p>	<p><b>COMPLETE</b></p>
 <p>LOCAL PLAN 2020 TO 2036</p> <p>ADOPTED BY THE BOARD</p> <p>Conclude finalisation of revised Local Plan.</p>	<p><b>COMPLETE</b></p> <p>The Local Plan was adopted by the LLDC Board.</p>
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p><b>COMPLETE</b></p> <p>Target exceeded in each month this period, including 81% in January, and exceeded every month in 2020/21.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>No cases closed in this period due to lockdown.</p>
<p>Progress LLDC's Transition strategy.</p>	<p><b>COMPLETE</b></p> <p>High level strategy agreed by Board, further work underway with an update to Board scheduled for the next period.</p>

## COMMENTARY ON KEY PROJECTS

Following the increase in COVID-19 cases in August and September 2020, LLDC took the decision to move back to Crisis Management mode, with the Silver Response Group and the Crisis Management Group reconvening to monitor the local and national situation and the impact on LLDC employees and activities. During the period, LLDC has continued to work closely with Boroughs inputting into LB Newham Borough Resilience Forum. The Crisis Management Group has continued to meet twice weekly to monitor changes to the national and local situation and coordinate LLDC's response, including the re-opening of venues.

As reported previously, in response to the COVID-19 crisis the majority of LLDC employees commenced working from home on 18 March 2020. A small number of authorised security/operational employees have been working from our 1 Stratford Place office on a rota system since lockdown. As restrictions have changed LLDC maintained capacity in the office environment for employees where it represents a significantly better option than home working or where elements of their job could not be done remotely, for example essential and important site visits or to allow access to technology. Following the announcement of the roadmap out of lockdown and the easing of restrictions, LLDC continues to allow employees to work from the office under exceptional circumstances, with approval from an LLDC Executive Management Team member, along with maintaining the security/operational rota. LLDC are working on the assumption that employees will start to return to office work in a phased manner from late June 2021.

As reported previously, the Recovery Group is continuing to look at the opportunities that the recovery might bring such as new ways of working.

### Planning

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

Key achievements include PDC decisions on major applications at Bow River Village, Stratford High Street and Here East and progress across a number of proposals at pre-application stage. On planning powers transition, an update paper on progress against agreed tasks was reported to the March 2021 Board meeting.

On MSG Sphere London, a third round of public consultation closed in early December on the latest additional information submitted by MSG at the request of PPDT. Following a review of the latest consultation responses and consideration of the planning issues it is currently programmed to report the application to Planning Decisions Committee in June 2021.

### Communications, Marketing and Strategy

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues. Since lockdown the focus has been on communicating the impact on the Park and its venues and supporting social distancing guidelines through on-Park signage, extensive media coverage and social media messages. The external Stadium screen – Europe's largest – has been particularly effective at carrying messages for Park users and supportive messages for key workers. This has been used as the backdrop for several media reports. The message has been coordinated through the London Response to Parks. In this period, our spring campaign was launched with the aim to position the Park at the heart of the local community and encourage people to visit the Park safely, with similar messages for the February half term campaign.





Communications and marketing activities have continued with improvements to the website which is attracting more visitors and increased followers on social media. Brand awareness has also increased due to campaigns such as 'Find your Summer' in 2020. Support to the business has included support to the successful East Careers Week.

### **Transition**

LLDC was established as the first ever Mayoral Development Corporation in 2012, to take forward commitments made in the original London 2012 bid in relation to the physical and socio-economic regeneration of Stratford and the surrounding area.

There remains significant work to do to fulfill the commitments made in the original London 2012 bid with respect to the regeneration of east London. However, it is anticipated that a large part of LLDC's direct role in this will be complete by 2025. With a robust prioritisation of its workload, key objectives will have been delivered by 2025 and plans will be in place for the delivery of ongoing functions and the long-term operation and oversight of Queen Elizabeth Olympic Park. LLDC's Board approved a high level strategy for Transition in February 2020 and will receive an update on plans in May 2021.

### **QEOP Strategy to 2025**

The previous 5 Year Strategy was approved in 2015 and updated in 2016, and covered the period of 2015 to 2020. LLDC Board approved the 2030 Vision for Queen Elizabeth Olympic Park in May 2019 which has informed development of the new QEOP Strategy.

A new QEOP Strategy to 2025 has been developed in discussion with the four Boroughs through the Borough Transition Group and the Growth Borough Partnership. The draft Strategy has also been shared with the GLA and key stakeholders such as Lee Valley Regional Park Authority, Here East and IQL. The strategic approach has been discussed with Park partners

and local community groups including Park Panel, and has also benefited from input from the Legacy Youth Board and Legacy Youth Voice. It will be submitted to Board in the next period. Following approval of the QEOP Strategy the document will be published on LLDC's website and reported on in public every quarter through this report.

### **Inclusion and Diversity**

Work is ongoing to deliver LLDC's internal focussed Inclusion and Diversity strategy, including commencement of two leadership programme pilots for LLDC employees. Following a selection process 22 employees have commenced the 12 month pilot programmes. The programmes were developed following feedback from employee engagement surveys, and are designed to focus on developing and supporting our people, with a particular focus on our Black, Asian and Minority Ethnic (BAME) employees: we have a higher proportion of Black, Asian and Minority Ethnic employees at bands 1-3, and the target audience for participants for Career in Full Focus is bands 1-3; and Leadership in Full Focus is for bands 4 to 6 with six places ringfenced for Black, Asian and Minority Ethnic employees to support our people with their individual leadership journey. Both programmes feature four 'pillars' – 'Networking & Influencing', 'Strategic Thinking/Influence', 'Career Architect' and 'Finding Your Public Voice/Developing Leadership Skills'.

The flagship Inclusion Campaign continues, and the theme of Individuality and Being Yourself at Work complete, with the next theme of Recognition being launched in the next period. This Campaign's aim is to make sure people feel recognised not only for the work that they do but for their wider contribution to the organisation by providing different methods which will make recognition more variable and inclusive.

LLDC completed the process to update our Equal Opportunities Monitoring data, so that we have a refreshed profile of the organisation, which will help us to inform our Inclusion & Diversity action plans moving forward. This includes 5 additional questions to the standard Equal Opportunities question relating to social mobility. The response rate was lower than we had hoped (currently around 74%) and this is informing the approach to future data collection.

Continued to focus on Inclusion and Diversity and social mobility through weekly all-employee webcasts. Recent guests have included: Tunde Banjoko OBE, the founder of Making the Leap

and the Social Mobility Awards; Neil Smith and Camilla Thrush from our Built Environment and Access Panel, and Aslie Pitter MBE a founder of Stonewall FC.

### Health and Safety

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee. The Board receives a report back from each Health, Safety and Security Committee meeting which meets at least three times a year, the last meeting was held on 15 March 2021.

In this period accidents remained low proportionate to the visitor numbers and the restrictions in place.

Social distancing control has been a challenge during this period for the estate. There have been no large public realm events during this period with only small runs and filming taking place.

The Park has seen low level anti-social behaviour such as cannabis smoking and indecent behaviour. Proactive actions taken with police to try and mitigate anti-social behaviour has increased at 'Hackney Beach' following easing of restrictions and warmer weather, and LLDC are looking at measures to seek to reduce incidents in the area.

There has been one serious incident (non-fatal) to report from construction projects in this period, which was a fall from height on UCLE Marshgate East - this is still under investigation to understand the root cause however the operative is at home convalescing, we continue to monitor and investigate trends on other areas, (e.g. intruders, lifting operations, excavations and working at height).

LLDC's Board will receive a report relating to the safety of women in the Park at its May 2021 meeting.



## PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Commercial objectives being delivered in line with revised commercial framework and strategy.	Commercial assurance and support being provided across the business alongside quarterly commercial reporting to Investment Committee. The Marketing, Sponsorship and Park Assets Strategy was approved by Board and is being implemented.	G
Aspiration to be an exemplar of accessibility, sustainability, and community benefit fully embedded in visions/missions/long-term plans of developers, operators and partner institutions.	Delivery through well-established regeneration programmes on sustainability, jobs and skills (East Works) and education (EAST Education), detailed elsewhere in this report.	G
Learning from the transformation of QEOP shared in order to guide future regeneration activity both nationally and internationally.	Prior to lockdown, LLDC hosted visitors from the UK and overseas to view progress on its regeneration programme and provided speakers for several conferences.	G
Long term transition plan for LLDC developed.	High level Transition Strategy approved by the Board in 2019/20	G
Unqualified annual accounts.	Annual accounts for LLDC, LS185 and E20 Stadium LLP have been unqualified across the period.	G
Be on trajectory to be operating in a break-even position by 2025	This is under pressure due in particular to the impact of the housing strategy and Stadium costs. Being addressed through the Sponsorship, Marketing and Park Assets Strategy and consultation with the GLA.	R

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Operate to the highest standards of health and safety.	High Health and Safety standards have been maintained across the period to ensure safety of Park users, construction workers and LLDC employees. Accidents and incidents of crime and anti social behaviour on the Park have been low. Stratford Waterfront - LLDC's biggest construction project - passed an unannounced Health and Safety Executive visit and received full marks for the Considerate Constructors Scheme Monitor's Site Report. Across the 5 year strategy there have been only 4 RIDDOR incidents across our construction sites, each one was investigated thoroughly and lessons learned were applied.	G

## KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
<p><b>Corporate issue relating to COVID-19:</b> The impact of the COVID-19 crisis on LLDC's activities including: the health of LLDC employees, partner employees and Park and venue users; construction, including East Bank and housing developments; stadium operations and stewarding; venue operations; estates and facilities management and security; visitor experience and events; suppliers unable to deliver materials or services; socio economic activities and LLDC operations. Ensuring LLDC manages the situation effectively to minimise impacts including: health and safety and public order, financial, operational, schedule, delivery of objectives, and reputation.</p>			R
Revenue budget issue: generating income and making savings in future years in line with GLA's revised budget guidance.	Financial and/ or delivery impacts. Reputational impacts.	Programme of savings and efficiencies, commercial strategy, close work with GLA.	R
Risk about successful implementation of the Local Plan including sufficiency of community infrastructure.	Reputational impacts	Progress reporting including annual monitoring report, review of local plan including population forecasts.	A



SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to the potential impact of Government/Mayoral policy change on the Corporation, including implications of EU trade deal.	Programme delays, budget impacts.	Continue political engagement work and briefings. Working through implications of the EU trade deal, particularly in relation to East Bank construction.	R
Risk about the impacts of Health and Safety failures, including East Bank.	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage.	A comprehensive Health and Safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its project management partner. Oversight through Health, Safety and Security Committee.	R
Risk that HMRC rules against LLDC's Corporation Tax application.	Financial impact.	Tax and legal advice, engagement with HMRC, submitted application and awaiting response.	R
Risk relating to information security non-compliance, including GDPR. Risk also relates to group subsidiaries (E20/LS185).	Potential loss, theft or corruption of data with reputational and financial impacts.	Information security gap analysis complete, action plan being implemented. Ongoing information security briefings.	A

