

Queen Elizabeth Olympic Park

STRATEGY TO 2025



LONDON
LEGACY
DEVELOPMENT
CORPORATION



FOREWORD

With long held plans to regenerate some of the most deprived parts of the capital given a significant boost by the London 2012 Games and subsequent public and private sector investment, the east London of today is almost unrecognisable to that of twenty years ago.

Policy makers, investors, academics, businesses, and national and international institutions are among those now looking east for inspiration and opportunity. With its diverse and creative talent pool and spirit of entrepreneurship and innovation, east London has so much to offer. And its transformation is set to continue.

Queen Elizabeth Olympic Park is at the very heart of this change. The conversion of an underused industrial heartland into a rich, biodiverse, exciting and attractive destination, and a thriving residential and business district, is viewed by many as the greatest example of Olympic and Paralympic legacy. It has significantly changed perceptions of this part of the capital, alongside a broad programme of regeneration across the wider area which includes an estimated £8 billion investment due to be made in the Royal Docks, and £110 million plans to build London's largest film studios in Barking and Dagenham, one of the original London 2012 host Boroughs. With the £1.1 billion investment into East Bank, the new culture and education powerhouse at Queen Elizabeth Olympic Park, coming to fruition in the next few years, the potential that many have always seen in this area is undoubtedly being realised.

However, this is not about driving growth at any cost. It is about driving growth which brings with it opportunity, is underpinned by the principles of economic, social and environmental justice, and achieves the maximum possible community benefit. It is about ensuring that the benefits of investment in east London are felt as widely as possible, not just by the lucky few. London Legacy Development Corporation (LLDC), together with the neighbouring Boroughs of Newham, Hackney, Tower Hamlets and Waltham Forest (the "Growth Boroughs"), is committed to delivering inclusive growth which enhances local lives and community wellbeing, to ensure that the benefits of the ongoing regeneration of Queen Elizabeth Olympic Park and the surrounding area can truly be shared by everyone. LLDC and its partners are determined to reduce the inequalities which hold back the residents of east London.

The Queen Elizabeth Olympic Park Inclusive Innovation District is a great example of this. It 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. But it does so 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. Similarly, the vision for East Bank is not limited to the physical construction and opening of the site, but is rooted in delivery of a comprehensive programme of strategic and community benefits which – among other things - will enhance local education and skills attainment levels and facilitate access to broad range of high quality jobs.

These objectives will be more important than ever in the aftermath of Covid-19, the most significant public health crisis in living memory, and one which has hit east London particularly badly. Addressing the economic, health and social challenges arising from the virus itself, and from the lockdowns and restrictions designed to contain it, will be a major priority for the national government and the Mayor of London for many years to come. In the same way that Queen Elizabeth Olympic Park played a valuable role in helping Londoners to deal with the crisis itself, providing a place to escape and a locus for local networks to coordinate support for those most affected, it will play a significant part in helping the city to recover too. The London Blossom Garden, created on the Park in 2021, will provide a physical reminder of this period in London's history, a living memorial to remember lives lost and pay tribute to those who risked their own lives to help others.

The Mayor's vision for London's recovery from the Covid-19 pandemic includes addressing deep-seated inequalities, creating new opportunities for people and businesses to thrive, and moving towards a low carbon, sustainable future. These are all reflected in the recovery strategies of the four Growth Boroughs, and they are central to the 2030 Vision for the Park and the programmes and activities set out in this strategy to deliver it. From the opportunities offered across the Park and its venues for physical activity and enhanced community wellbeing; to establishment of the Good Growth Hub to coordinate the delivery of socio-economic programmes; to the development of new neighbourhood centres with facilities on the doorstep, to reduce unnecessary journeys and support local high streets to thrive.

The combined effort from LLDC and the Growth Boroughs will see this part of east London making a major contribution to restoring confidence in the capital, rebuilding its economy and shaping a fairer and greener society.



Sir Peter Hendy CBE

Chair, London Legacy Development Corporation



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STRATEGIC OVERVIEW

This document sets out London Legacy Development Corporation (LLDC)'s strategy for Queen Elizabeth Olympic Park and the surrounding area to 2025.

LLDC was established as the first ever Mayoral Development Corporation (MDC) in 2012, to take forward commitments made in the original London 2012 bid in relation to the physical and socio-economic regeneration of Stratford and the surrounding area. LLDC's responsibilities include the development of land in and around Queen Elizabeth Olympic Park, the management of the Park estate, the coordination of strategic investment to the area, and the delivery of socio-economic outcomes which ensure that local communities can benefit from that investment. As a Mayoral body, LLDC is also an important vehicle for delivery of Mayor of London policies, for example in relation to responsible procurement, the climate emergency response, and more recently the Covid-19 London Recovery Programme.

LLDC fulfils all its responsibilities in conjunction with the four Boroughs neighbouring the Park: Newham, Hackney, Tower Hamlets and Waltham Forest, collectively known as the Growth Boroughs. It works closely with strategic partners such as the Lee Valley Regional Park Authority, a significant land and asset owner within Queen Elizabeth Olympic Park, and the innovation and technology campus at Here East. Programmes and activities are co-designed, and in many cases co-delivered, with a wide range of partners as well as with local communities.

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

The previous Queen Elizabeth Olympic Park strategy, written in 2015 and updated in October 2016 to reflect the priorities of the (then) newly elected Mayor of London, outlined the enormous amount of work involved in transforming Queen Elizabeth Olympic Park into a new and unique visitor destination following the London 2012 Games. At that stage, the conversion of the Stadium into a world-class multi-use venue had recently been completed, and West Ham United were preparing for the first season in their new home.

Since then, alongside Premiership football, the London Stadium has hosted global sporting events such as the World Athletics Championships in 2017 and the first ever Major League Baseball events in Europe in 2019 - generating £107m¹ and £37m² respectively for the UK economy. It has also welcomed international artists such as the Rolling Stones and the Foo Fighters to perform to capacity audiences of up to 80,000. Major events have taken place at the London Aquatics Centre, most recently the FINA World Diving Championships and the World Paralympic Swimming Championships in 2019, and the 2018 Women's Hockey World Cup was held at the Lee Valley Hockey and Tennis Centre. National and international

¹ <https://www.uksport.gov.uk/news/2017/12/19/event-impact-study-reveals-extent-of-summer-of-world-athletics-success>

² <https://www.queenelizabetholympicpark.co.uk/media/press-releases/mitel-and-mlb-present-london-series-2019-gives-37m-boost-to-londons-economy>

tournaments have been held at the Copper Box Arena and Lee Valley VeloPark, and Park-wide highlight events have included Shell Make the Future London Live (2016-2018).

The previous strategy set out a programme of work to align LLDC's existing plan for the delivery of new homes on the Park with the Mayor of London's affordable housing and Homes for Londoners agenda. That work has since been completed, with some developments being brought forward and levels of affordable housing increasing across the board, to make living on the Park as accessible as possible for the communities of east London. The first two phases of the Chobham Manor have now been completed and welcomed their first residents, and construction of the first phase of East Wick and Sweetwater is nearing completion, with plans in place or developing in relation to other future neighbourhoods. Infrastructure improvements in the area have included a £28m upgrade of Hackney Wick Station, part of the wider masterplan for Hackney Wick being delivered jointly by LLDC and the London Borough of Hackney.

Plans for East Bank (previously known as the Culture and Education District) are increasingly becoming a reality, with construction well underway despite setbacks experienced throughout 2020 as a result of the Covid-19 pandemic. East Bank partners are working collaboratively together, and with the local community, in readiness for their imminent move to Queen Elizabeth Olympic Park, and have already engaged over 160,000 local people in a wide range of projects. A new East Bank brand was launched in 2019 to raise awareness of the project and of East Bank as a destination.

Working with business and academic partners including Here East and University College London, LLDC has driven the establishment of the Queen Elizabeth Olympic Park Inclusive Innovation District (IID) with the aim of positioning east London globally in terms of research development and enterprise. To date the IID has focused on delivering a number of innovative advanced mobility projects, culminating in the Park being launched as a Smart Mobility Living Lab test site in September 2020 to enable real world interactions with this developing technology to be fully explored.

These are just some examples of progress to date; many more are outlined throughout this strategy. Yet despite these achievements, challenges remain. There is much more to do to ensure that the benefits of growth and investment in east London are fairly and equally distributed. As the capital starts to emerge from a global pandemic which has exacerbated entrenched issues of inequality, and will continue to have a profound effect on its communities for many years to come, a unique opportunity exists for LLDC to lead the way in challenging historical inequalities and creating a more positive future for everyone.

Working with the Growth Boroughs, LLDC is committed supporting delivery of the Mayor's vision for London recovery, and driving long term growth and investment in and around Queen Elizabeth Olympic Park which sustains social value and can be accessed by all.

LLDC Transition

There remains significant work to do to fulfil the commitments made in the original London 2012 bid with respect to the regeneration of east London. However, it is anticipated that a large part of LLDC's direct role in this - set out in its mission above - will be complete by

2025. With a robust prioritisation of its workload, as outlined in this strategy, key objectives will have been delivered by 2025 and plans will be in place for the delivery of ongoing functions and the long-term operation and oversight of Queen Elizabeth Olympic Park. This process is referred to as Transition.

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

The LLDC Board³ has emphasised the importance of maintaining the Park as a 'Great Estate'⁴, to safeguard the integrity and quality of the place into the future. It is recognised that some form of successor arrangements for LLDC will be required to oversee the long-term management of the estate, to realise the ongoing delivery of legacy, social and economic aims, and to coordinate future inward investment and strategic planning for the area. Agreeing what such arrangements should look like in terms of remit, structure and governance will be a major focus for LLDC, working closely with its partners and in particular the Growth Boroughs, for the first part of this pivotal period.

2030 Vision for Queen Elizabeth Olympic Park

LLDC and its partners have agreed a 2030 Vision for Queen Elizabeth Olympic Park which has shaped the development of this strategy, and will be used to guide decision making about those things that will need to be safeguarded post-2025.

³ The LLDC Board is appointed by the Mayor of London and consists of the Mayors / Leaders of the four Growth Boroughs, representation from the Mayor of London, and independent members bringing experience from a range of relevant public and private sector disciplines.

⁴ The Great Estates principle means keeping the (majority of the) current landholding together, strategically managed by a single entity which can: protect the integrity of the vision over the long term; control design and management quality through freehold ownership; plan for long term benefit rather than immediate gains; and ensure that revenue streams can be generated to cover the cost of maintenance.



This strategy outlines key activities LLDC will take forward between now and the Transition of LLDC to support delivery of the 2030 Vision for Queen Elizabeth Olympic Park. Its structure mirrors the three strands of the Vision: Inclusive Growth, Community and Opportunity. Each section includes a clear set of outcomes and outputs, together with measures to enable progress to be tracked.

Priority Themes

Four themes are embedded throughout this strategy, driving LLDC’s strategic objectives and the outcomes it seeks to deliver:

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

These themes act as a set of principles for the organisation, reflecting its core ethos and underpinning all decision making. They are based on the themes established by LLDC’s predecessor, the Olympic Delivery Authority, which have guided London 2012 legacy planning and the creation of Queen Elizabeth Olympic Park from the very outset. They build on the commitments made in London 2012 bid to put local communities at the heart of the transformation of East London, on the exemplary standards of accessibility set by the most inclusive Olympic and Paralympic Games to date, and on the commitment to make Queen Elizabeth Olympic Park a beacon of design excellence and a blueprint for sustainable living.

Priority themes are weaved throughout the objectives of this strategy, and are embedded into procurement and operational approaches to drive the way these are delivered in practice. They complement the strategic approaches of the Growth Boroughs⁵ and will continue to guide all strategic planning in relation to Queen Elizabeth Olympic Park into the future. It is anticipated that they will be integrated into post-Transition successor arrangements, with delivery approaches in relation to specific activities to support them to be determined as part of the Transition programme.

Priority objectives

While this document provides a comprehensive overview of everything LLDC will seek to deliver by 2025, there are some things that will be crucial to achieve in this period to ensure the realisation of core London 2012 commitments, support ongoing regeneration objectives for Queen Elizabeth Olympic Park, and set the conditions for a successful handover of functions as part of the Transition process.

With this in mind, five priority objectives have been identified for this period. These are outlined below. The first three are explored in detail in the main body of this strategy, while the last two represent strategic enablers and are set out in the Supporting Delivery section.

East Bank operational

The following will be achieved by 2025:

- Stratford Waterfront and UCL East phase 1 operational; development of UCL East phase 2 strategy underway;
- Stratford Waterfront Estate Management Company (Manco) operating successfully;
- Sustainable governance established, with East Bank partners self-organising, collaborating and delivering:
 - A 'must see' destination, with a night-time economy offer, attracting 1.5 million visitors each year
 - Agreed strategic outcomes, and economic and community benefits.

Delivery of a high quality and varied residential offer which responds to local need

The following will have been achieved by 2025:

- Chobham Manor and Hackney Wick Central developments complete;
- East Wick and Sweetwater, Stratford Waterfront and Bridgewater, and Rick Roberts Way developments expected to be under construction;
- Delivery strategy agreed and delivery vehicle in place for Pudding Mill Lane, with construction commenced where feasible.

Delivery of critical physical connectivity enhancements

⁵ For example: Towards a Better Newham: Covid-19 Recovery and Reorientation Strategy

The following will be achieved by 2025:

- Strategic Outline Business Case for the long-term redevelopment of Stratford Station submitted to Government by the end of 2022;
- Eight strategic routes improved or completed, to enhance access to and within Queen Elizabeth Olympic Park;
- Plans in place to handover remaining connectivity projects to identified partners post-Transition, together with identified funding streams and delivery mechanisms.

Increased financial sustainability for Queen Elizabeth Olympic Park

The following will be achieved by 2025:

- Increased efficiency through reviewing and procuring new venue and operational contracts;
- Increased revenue generation through robust commercial partnerships and smarter use of Park assets;
- Improvements to the financial position of the London Stadium, delivered through a five-year improvement plan.

Groundwork laid for post-Transition operation and oversight of Queen Elizabeth Olympic Park

The following will be achieved by 2025:

- LLDC town planning powers handed back to relevant Boroughs by 31 December 2024, and arrangements for the delivery of ongoing development responsibilities agreed with the GLA;
- LLDC successor arrangements established, incorporating revised governance arrangements for Queen Elizabeth Olympic Park;
- Robust operational regimes in place to safeguard the integrity and quality of Queen Elizabeth Olympic Park as a Great Estate into the future;
- Long term strategy for Queen Elizabeth Olympic Park Inclusive Innovation District agreed and aligned with LLDC successor arrangements as appropriate.

STRATEGIC DELIVERY APPROACH

Vision

This strategy supports delivery of the 2030 Vision for Queen Elizabeth Olympic Park:

An innovative London metropolitan centre with a global focus, powered by inclusive growth, with community and opportunity at its heart

Objectives

The objectives of this strategy mirror the three strands of the 2030 Vision for Queen Elizabeth Olympic Park:

- 1. Inclusive Growth: A place in which people want to invest, enhancing local lives as well as national economic growth***
- 2. Community: An attractive and inspiring place where people come together to achieve great things***
- 3. Opportunity: A place where local talent is celebrated and the benefits of regeneration can be shared by all***

Strategic enablers

These objectives will be supported by the following strategic enablers, which are explored in the Supporting Delivery section.

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

Tiers of influence

LLDC has a range of different levers for delivering its objectives, exercised through its different roles:

Landowner

LLDC owns public land and buildings within Queen Elizabeth Olympic Park, as well as smaller development sites at Hackney Wick and Bromley-by-Bow. Much of this is leased to or operated by other organisations on its behalf, such as the venues and what will become East

Bank. LLDC also owns a number of significant development plots which are being developed in partnership with private developers or via joint venture arrangements. LLDC's strategic objectives and priority themes are reflected in relevant development contracts and leases, as well as through design, planning and delivery briefs.

Local Planning Authority

As the Local Planning Authority for the Mayoral Development Corporation (MDC) area, LLDC is responsible for setting and implementing clear planning policies which meet its strategic objectives, as set out in the LLDC Local Plan 2020 to 2036. These include:

- Preparing and reviewing planning strategy and policies
- Collection and allocation of Section 106 and Community Infrastructure Levy (CIL) to support infrastructure priorities, and managing operation of the Neighbourhood Priorities Fund and the Carbon Offset Fund
- Supporting developers through pre-application negotiation to achieve best outcomes
- Making decisions on development proposals which will fulfil strategic priorities e.g. in relation to delivery viability versus levels of affordable housing
- Working with communities on Neighbourhood Planning proposals.

The Mayor of London has agreed that LLDC's town planning powers will be handed back to the relevant Boroughs by 31 December 2024. LLDC will work closely with the Boroughs in advance of that date to ensure a smooth handover. This will include enhancing Borough input to planning policy and decision making, and supporting the review and development of Borough Local Plans between now and 2025, which will become the formal Development Plans for the LLDC area at the point of transfer of planning powers or soon after.

Regeneration Agency

LLDC works with a wide range of partners to deliver shared objectives for Queen Elizabeth Olympic Park and the surrounding area. This involves contributing resource, leveraging in third party funding, coordinating programmes and activities, establishing delivery routes, and brokering relationships between organisations. It also involves ensuring that its strategic objectives support and complement those of the Growth Boroughs, and working with them to attract inward investment and support broader socio-economic and regeneration objectives for east London.

Partners

LLDC will continue to work closely with a wide range of partners to support delivery of this strategy and the 2030 Vision for Queen Elizabeth Olympic Park. These include, but are not limited to:

- The E20 Stadium Partnership, the limited liability partnership (LLP) created to oversee the operation of the London Stadium, now wholly owned by LLDC following the withdrawal from the LLP of London Borough of Newham in November 2017;

- The GLA and the four Growth Boroughs (Newham, Hackney, Tower Hamlets and Waltham Forest);
- The East Bank partners: Sadler's Wells, the BBC, the Victoria and Albert Museum (V&A), University of the Arts London (UAL)'s London College of Fashion and University College London (UCL);
- Inclusive Innovation District partners, which include business partners Here East, Plexal, Westfield, and Lendlease UK on behalf of International Quarter London, and academic partners UCL, UAL, Loughborough University London;
- Foundation for Future London (FFL), the charity set up in March 2015 to help realise the ambitions for East Bank through philanthropic fundraising and the delivery of grant-funding programmes;
- Lee Valley Regional Park Authority (LVRPA), which owns approximately 30% of Queen Elizabeth Olympic Park, owns and operates Lee Valley VeloPark and the Lee Valley Hockey and Tennis Centre, and invests in a range of community programmes and sport and leisure facilities across the wider area;
- Current venue operators⁶: LS185, the London Stadium operator which was subsumed within LLDC in 2019; Greenwich Leisure Limited (GLL) for the London Aquatics Centre and the Copper Box Arena; ENGIE for the ArcelorMittal Orbit; Knight Frank, for 3 Mills Studios;
- Current food and beverage operators: Public Restaurant Partnership for Timber Lodge and Kiosks; ENGIE for The Last Drop;
- Current estate and facilities management providers: ENGIE FM; Idverde
- East Village partners (Get Living and Triathlon Homes);
- Developer partners at Chobham Manor (Taylor Wimpey & London and Quadrant); East Wick and Sweetwater (Balfour Beatty and Places for People); and Hackney Wick Central (Notting Hill Genesis);
- Lendlease UK, developers at International Quarter London; and Delancey, investors at East Village and Here East;
- Transport authorities, including Network Rail; Transport for London; London Underground; Crossrail;
- Community organisations, local businesses, and local schools (on and off Park).

⁶ Venue operators may change following the retendering of contracts in 2023.

PART ONE: INCLUSIVE GROWTH

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

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

Building on what has already been achieved, LLDC will work closely with the Growth Boroughs to develop a shared vision for further growth in the area which brings with it real and tangible benefits for local communities. LLDC will ensure that future investment goes hand in hand with fairness and equality, setting the conditions to ensure that everyone can both contribute and benefit to their full potential; this is touched on here and fully explored in the later sections of this document.

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

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

Landowner

A major priority for LLDC as a landowner will be to finalise the construction of major elements of East Bank, preparing to welcome the first visitors to its doors and laying the groundwork for its establishment as a world class destination of the future. Alongside this, LLDC will leverage its ownership of land to continue its programme to deliver new homes and neighbourhoods, in line with the strategic context set by the National Planning Policy Framework, the Mayor's London Housing Strategy and London Plan, and the LLDC Local Plan 2020 to 2036.

East Bank: A new powerhouse for innovation, creativity and learning

East Bank represents the most significant single investment in London's cultural, educational and innovation infrastructure since the legacy of the 1851 Great Exhibition. A unique collaboration between the V&A, BBC, Sadler's Wells, University College London (UCL), and University of the Arts London (UAL)'s London College of Fashion, it is set to be one of the largest and most ambitious districts of its kind in the world. Representing a £1.1bn investment, it is estimated that East Bank will drive a £1.5bn return to the economy, create 2500 new jobs, and bring an additional 1.5m visitors to the area each year.

East Bank

Spread across three sites in Queen Elizabeth Olympic Park, East Bank will incorporate:

- Exhibition and gallery space;
- State-of-the-art new music studios with public access for performances;
- A new 550-seat dance theatre alongside a hip hop academy and choreography centre (the first of their kind in the UK);
- A radical new model of university campus which will be embedded in the local community and with businesses, providing world-leading research, education, entrepreneurship and innovation;
- A vibrant night time economy, with evening performances and events as well as cafes, bars and restaurants

The East Bank construction programme, which commenced in 2019, has inevitably been set back by the Covid-19 lockdown and subsequent social distancing measures. The non-residential elements of Stratford Waterfront and the first phase of UCL East are now due to be completed between Spring 2023 and Autumn/Winter 2024, and development of a delivery strategy for the second phase of UCL East well underway by 2025. Once operational, ongoing management of the Stratford Waterfront site will be provided by a newly established estate management company ('Manco'), which will be jointly owned and controlled by all the Stratford Waterfront East Bank partners.

Alongside physical development of the site, a key focus will be to establish a sustainable governance framework for East Bank which can endure over the long term without LLDC oversight and coordination, and is fully aligned with LLDC successor arrangements. This will involve building on and formalising the excellent collaboration that already exists between the East Bank partners, to ensure that the potential of East Bank as a vibrant and successful destination, and the significant economic, social and community benefits (see following sections) it will bring, can be fully realised into the future.

[An impressive and varied residential offer which responds to local need](#)

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

LLDC will drive delivery of an impressive and varied residential offer between now and 2025 which responds to the needs of the communities of this part of east London. Post-occupancy evaluations for all new developments will provide the opportunity to assess the

degree to which LLDC's high standards have been met in practice, and to gather any learning for future improvement where necessary.

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

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

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

Post-Transition, the majority of publicly-owned land in and around Queen Elizabeth Olympic Park will remain with the Major of London⁷. LLDC is working with the GLA and other key partners to determine how ongoing development responsibilities will be delivered beyond 2025. These will include maintaining landowner responsibility for Development Agreements and Joint Ventures already in train, or on track to commence in line with agreed delivery strategies. It will be crucial that future arrangements are able to safeguard the ongoing management of Queen Elizabeth Olympic Park as a Great Estate.

Legacy Communities Sites

Since planning permission was granted for the Legacy Communities Scheme (LCS) in 2012 it has been subject to a number of variations, including the 'slot-out' of sites which now form part of the East Bank project. The current Legacy Communities Sites comprise Chobham Manor, and East Wick and Sweetwater.

Chobham Manor will deliver 880 new homes, of which 35% will be affordable - increased from 28% by LLDC in early 2020 – and at least 75% family housing. It will also include retail

⁷ Other public landowners are Lee Valley Regional Park Authority and London Borough of Hackney

and community space, and new public realm. The first two phases are already completed and occupied, managed by London and Quadrant (L&Q), and the remaining phases will be completed by 2022.

The new East Wick and Sweetwater districts will deliver approximately 1850 new homes, of which 34% will be affordable and the remainder will be split between private rented and private sale. The scheme includes retail, workshop, community and commercial space to help create a vibrant and lively neighbourhood. Two new bridges have been constructed as part of the development, providing additional links from Fish Island to the Park.

Construction of the first phase of the site commenced in 2019, with the scheme – which comprises several phases - anticipated to be completed by 2029.

Portfolio Sites

This grouping brings together a portfolio of sites across which 50% affordable housing will be delivered, in line with the Mayor's 2018 Affordable Housing and Viability Strategic Planning Guidance. The Portfolio comprises Stratford Waterfront residential, Pudding Mill (consisting of Bridgewater and Pudding Mill Lane), and Rick Roberts Way.

LLDC will bring forward Stratford Waterfront residential and Bridgewater, the first phase of Pudding Mill, as a single development project. Adjacent to the East Bank site, the former will provide in the region of 600 new homes, with 35% Shared Ownership. Bridgewater will deliver a similar number of homes in the south of the Park, a minimum of 40% of which will be affordable, with a focus on family homes in a landscaped setting. Stratford Waterfront already has outline planning consent, and a planning application for Bridgewater is due to be submitted by the end of 2021. Both sites will be delivered via a Joint Venture arrangement, with the expectation that a partner will be appointed in early 2022. Construction is anticipated to be completed by 2028.

A detailed mixed-use masterplan is currently being developed for Pudding Mill Lane, which will provide new homes, senior living accommodation, employment space, retail, a nursery, a health centre, and other community and public spaces. The ambition is to deliver around 950 new homes by 2033, across a range of unit types and tenures, including family housing (2 bed+) and a minimum of 40% affordable housing.

Pudding Mill Lane is designated in the LLDC Local Plan as a new Local Centre, serving a localised catchment with small-scale retail, office and workshops. As one of LLDC's Employment Clusters, it will also provide 36,000sqm of commercial space. LLDC is exploring the market demand for tech industry and life science occupiers to support wider regeneration objectives for the area. An outline planning application is expected to be submitted for Pudding Mill Lane by the end of 2021, with procurement for a development partner due to commence shortly thereafter.

In relation to Rick Roberts Way, LLDC is working closely with the London Borough of Newham, which jointly owns the site, to agree a delivery strategy which will include a new secondary school, approximately 450 new homes, and ancillary retail and community space.

The London Borough of Newham will deliver the school with its partners, and LLDC will deliver the residential development which is currently anticipated to be completed by 2026.

Neighbourhood Sites

As housing development in and around Queen Elizabeth Olympic Park progresses, the retail and leisure requirements of residents will grow. Development sites at Pudding Mill (explored above), Hackney Wick and Bromley-by-Bow will all provide new neighbourhood centres with localised, flexibly designed spaces to support diverse and vibrant communities.

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 centre will include workspace, retail and community facilities, as well as up to 200 new homes on LLDC-owned land. Outline consent for the masterplan was secured in March 2019; procurement for a development partner is complete, and a start on site is anticipated for late 2022.

The Bromley-by-Bow site is identified in the LLDC Local Plan as a new District Centre. With a total of six landowners and a number of technical constraints, this is a complex site. The Bromley-by-Bow SPD, adopted in April 2017, anticipates phased development through detailed planning applications by each landowner while retaining a coherent overall vision for the area. It is anticipated that the site will ultimately deliver a mix of uses including around 1700 new homes, employment and retail space, a new primary school, community uses and open spaces. It will also facilitate delivery of a new junction to the A12 which will greatly improve connectivity to the wider area. The first phase, delivering c900 new homes at 50% affordable, is already on site and being developed by Guinness Partnership.

Feasibility sites

To increase its supply of housing, LLDC has sought to identify additional smaller plots which could potentially be developed in and around Queen Elizabeth Olympic Park. Early feasibility studies are in the process of being conducted on a number of these, and where viable LLDC will seek to work with development partners to take forward detailed design and planning.

Strategic delivery of commercial floorspace

With the majority of development sites in and around Queen Elizabeth Olympic Park comprising some commercial property, it is recognised that a coherent approach will be needed to deliver this in the most effective way. LLDC will develop a Commercial Floorspace Strategy by the end of 2021 which will set out an overarching approach across all commercial developments, to establish and curate retail and business space that enhances the employment offer at Queen Elizabeth Olympic Park and supports the ambition for growth across the wider area. This will form part of the ongoing drive to increase financial sustainability and support the long term future of the Park.

Local Planning Authority

The LLDC Local Plan 2020 to 2036 provides an updated blueprint for how LLDC will support delivery of inclusive growth in its capacity as Local Planning Authority. It provides strategic guidance for all development within the MDC area, not just in relation to land which LLDC itself owns, and ensures alignment with the strategies and policies of the four Growth Boroughs.

The LLDC Local Plan aligns with the National Planning Policy Framework and the London Plan, which reflects the Mayor of London's commitment to increasing the provision of genuinely affordable housing, alongside local economic growth and job creation. It sets out five core objectives which translate the corporate vision into those aspects which LLDC's planning powers can be used to achieve:

1. Increase the prosperity of east London through growth in business and quality jobs, with an emphasis on cultural and creative sectors, promotion as a visitor and tourist destination, and high-quality training and education opportunities;
2. Establish and maintain locally distinctive neighbourhoods which meet housing needs, while providing excellent and easily accessible social infrastructure;
3. Create a high quality built and natural environment that integrates new development with waterways, green space, and the historic environment;
4. Secure the infrastructure required to support growth and convergence;
5. Deliver a smart, sustainable and healthy place to live and work.

The LLDC Planning Policy and Decisions Team will continue to prioritise the use of Community Infrastructure Levy (CIL) and Section 106 funding to help achieve these objectives, collaborating closely with the Growth Borough planning teams. In advance of the handover of town planning powers to the Boroughs in 2024, LLDC will enhance Borough input to planning policy and decision making, and support the review and development of Borough Local Plans which will become formal Development Plans for the LLDC area post-Transition.

Regeneration Agency

LLDC is committed to the ongoing establishment of Queen Elizabeth Olympic Park as an expanding business hub and Inclusive Innovation District that drives growth and opportunity throughout east London and beyond. This complements broader investment across east London, notably at the Royal Docks in the London Borough of Newham, London's only Enterprise Zone⁸. In total, it is estimated that 125,000 additional jobs will be created by 2030 in the Boroughs surrounding the Park, growing at a faster annual rate than the rest of the capital, and outpacing forecast growth by nearly three times⁹. Developing the infrastructure necessary to support this growth will be crucial. Alongside this, LLDC will continue to develop and promote a vibrant, unique and successful visitor destination in

⁸ Enterprise Zones are designated areas under the UK Industrial Strategy which provide tax breaks and other business incentives to support long term, sustainable growth. The Royal Docks is London's only Enterprise Zone, and one of only 48 in the UK.

⁹ London Host Boroughs Employment Forecast, Oxford Economics, July 2017

Queen Elizabeth Olympic Park which both serves local communities and captures the attention of the world.

A thriving business and innovation hub

Queen Elizabeth Olympic Park continues to be the catalyst for a growing collection of business developments. Westfield Stratford City, Europe's largest urban shopping and leisure destination, is on the doorstep. International Quarter London, still under development, has already welcomed major tenants such as Transport for London, the Financial Conduct Authority, Cancer Research, Unicef and the British Council. Well-known companies such as BT Sport and MatchesFashion have made their home at Here East.

This part of east London is particularly valued for its diverse, ambitious and talented workforce, and culture of innovation and collaboration. Alongside a growing number of established businesses, it has a higher proportion of SMEs and micro-businesses than elsewhere in the capital, which is key to its character and vibrancy. Here East plays a significant part in this, with its bespoke innovation centre at Plexal providing co-working space and bespoke consultancy programmes to help start-ups, scaling companies and social enterprises to nurture connections, challenge the status quo and tackle some of the biggest issues facing society. Since 2018, The Trampery at Here East has provided low-cost creative workspace, housing a mixture of architecture, music management, set design and fashion endeavours. The ability of these small businesses to operate alongside universities and large-scale companies on the Park has provided invaluable opportunities to build meaningful partnerships, and benefit from different perspectives on their work.

A range of employment clusters in and around Queen Elizabeth Olympic Park focus on the creative and cultural industries, which contribute £47 billion to the UK economy and provide one in six jobs in the capital. LLDC will continue to support initiatives such as the Hackney Wick and Fish Island Creative Enterprise Zone and the The Fashion District (see box), and ensure that these connect in a positive way to East Bank and the significant opportunities that this will bring to the sector.

LLDC also has a long leasehold interest in the successful 3 Mills film and TV studios, which represent a valuable income stream for the organisation. It is recognised that some capital investment will be required in this period to enable the ongoing operation of the studios, and to realise their full potential as an asset. LLDC will seek to facilitate this together with freeholder Lee Valley Regional Park Authority, to ensure they can continue to play a part in an expanding east London focus in this area.

Creative Enterprise Zone (CEZ) status was awarded to Hackney Wick and Fish Island in December 2018, following a joint bid by LLDC and the London Boroughs of Hackney and Tower Hamlets. This has enabled access to grant funding to support affordable workspace, fund creative skills programming, and provide business and training support for local artists and creative start-ups, helping them to remain in the area and to flourish.

The Fashion District unites industry, business, education and the public sector to coordinate investment in the UK fashion industry and growth in east London, incubating new companies and business models, supporting innovation in projects and services, and delivering affordable workspace. LLDC is a founding partner, and delivers skills, training and enterprise programmes in the local area. It also funds the Sustainable Fashion Accelerator, delivered by local workspace company The Trampery.

LLDC will continue to work with partners to attract further business investment to the area which creates social and community, as well as economic, benefit. It will look to expand existing employment clusters where appropriate; for example, a potential life science focus is currently being explored in relation to the Pudding Mill development site. LLDC will work with the Growth Boroughs to align business development on the Park with plans for town centre improvements across the wider area, including at Stratford High Street, Hackney Wick, and the New Leyton Development Framework. Appropriate links will be made with wider regeneration initiatives, including at the Royal Docks and neighbouring Barking and Dagenham, to ensure these are complementary and work hand in hand to raise the prospects and profile of east London as a whole.

Here East and Plexal are founding partners of the Queen Elizabeth Olympic Park Inclusive Innovation District (IID), together with University College London, University of the Arts London, Westfield and Lendlease. This is one of a growing number of urban areas across the UK which purposefully bring together entrepreneurs, innovators, business and academic institutions to create the conditions for sustained business growth. Supported and encouraged by LLDC, and working closely with East Bank, the objective of the Queen Elizabeth Olympic Park IID is to use the shared knowledge and collective endeavours of its partners to position east London globally in terms of research development and enterprise.

The Queen Elizabeth Olympic Park IID is set apart from other Innovation Districts by its focus on inclusivity, and creating opportunities through growth that can drive improved outcomes for everyone. This is achieved through focusing research and innovation on addressing specific local needs or challenges, alongside the 'grand challenges' set out in the UK Industrial Strategy, to deliver a real and meaningful impact on people's lives. It is also about supporting diverse talent and network development; setting the conditions for everyone to be treated fairly in the workplace; and providing end to end innovation support and cross-sector fertilisation. Environmental sustainability, and the commitment to ensuring that all growth returns a net environmental benefit, is also key. These concepts are further explored in later sections of this strategy.

Queen Elizabeth Olympic Park Inclusive Innovation District (IID)

A major focus of Queen Elizabeth Olympic Park IID activity to date has been on the core UK Industrial Strategy pillars of clean tech and advanced mobility. The Park has facilitated the 'real world' testing of a range of innovative mobility solutions, including the Navya

driverless bus in 2017 and Bird e-Scooters 2018-20, alongside the following major projects:

➤ Capri connected and autonomous pods, 2019-20

Capri pods were tested on the Park as part of a three-year AECOM-led Capri project, part-funded by the Centre for Connected and Autonomous Vehicles and delivered through Innovate UK. An important legacy of the project has been the creation of an interactive virtual museum to showcase lessons from the testing process, with a view to informing potential future applications of this developing technology.

➤ Smart Mobility Living Lab (SMLL), 2018-2020

A two-year, £20million investment programme by government and industry led to the establishment of Queen Elizabeth Olympic Park as a Smart Mobility Living Lab (SMLL) test site in September 2020. Part of Testbed UK, a connected series of facilities across the country, this will enable private, public and academic partners to utilise the Park's infrastructure to explore real-world interactions in a safe and responsible way, helping them to understand the challenges and benefits of the technology and shape it to meet the needs of an inclusive, modern city.

The strategic approach for the Queen Elizabeth Olympic Park IID is in the final stages of development. At the heart of this will be the creation of a unique urban test bed on the Park, building on the infrastructure developed as part of the Smart Mobility Living Lab (see box). The test bed will offer opportunities to trial emerging new technologies and approaches, both physically and virtually, to improve the way we live and work in cities. It will focus on a small number of key sectors: alongside clean tech and advanced mobility, these are likely to include disability-led design, linking in with the Global Disability Innovation Hub led by UCL at Here East; movement of people and things; health and wellness; and creative production and consumption. The test bed will be launched by the end of 2021, with the ambition that Queen Elizabeth Olympic Park will ultimately become a globally recognised research and investment location within those target sectors.

Long term governance and operational arrangements for the Queen Elizabeth Olympic Park IID will be intrinsically linked to broader thinking about oversight and management of the Park post-2025, and will be considered as part of Transition planning in conjunction with all relevant partners.

A diverse, unique and successful visitor destination

LLDC will maintain its focus on developing and promoting Queen Elizabeth Olympic Park as a diverse, unique and successful visitor destination. The Park welcomes around 6m visits every year, from members of local communities who have made it part of their everyday life, to national and international visitors. The Park is recognised through its Green Flag status¹⁰ as offering the very highest quality standards of safety, cleanliness and

¹⁰ Queen Elizabeth Olympic Park has been awarded Green Flag status, the international quality mark for parks and green spaces, every year since it opened in 2014. It was recognised in 2020 as the Green Flag People's

management. 86% of those who visit the Park return more than once, with two thirds of visitors associating it with being ‘for everyone’ and with ‘improving east London’¹¹.

LLDC will continue to work with its partners, including Lee Valley Regional Park Authority, to deliver a full calendar of events across the Park and its five main venues - the London Stadium; London Aquatics Centre; the Copper Box Arena; Lee Valley VeloPark; and Lee Valley Hockey and Tennis Centre. It will work with venue operators to target high-quality major sporting events to further enhance the global profile of the Park, as well as to inspire local communities to engage in physical activity – the importance of which has been brought to the fore by the Covid-19 pandemic – and sport in world class facilities.

The ten-year anniversary of the London 2012 Games in 2022 will offer a significant opportunity to place Queen Elizabeth Olympic Park at the centre of both a national and a local celebration of the success of the Games and their ongoing legacy. LLDC will liaise with the Department of Culture, Media and Sport (DCMS), the GLA, and the British Olympic Association (BOA) – among others – to scope the options for this, and to explore linkages with the Birmingham Commonwealth Games which will host Track Cycling at the Lee Valley VeloPark. Where feasible, this will be used as the catalyst for an annual Festival of Sport at the Park in conjunction with LLDC’s Community Sport programme.

The opening of East Bank from 2023 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. East Bank is anticipated to bring 1.5 million new visitors to the Park each year, in addition to a student population of 10,000 by 2036, creating opportunities for national, regional as well as local audiences to engage with the culture and education sectors in exciting new ways.

Visitor satisfaction levels for Queen Elizabeth Olympic Park have been consistently excellent since it opened. Research conducted in 2019 demonstrated an average visitor rating for the Park of 9 out of 10, with an exceptional Net Promoter Score of +79¹². LLDC has worked hard to minimise the impact of development in and around the Park on the visitor experience, but recognises that this will be an ongoing challenge given the volume of construction due to take place over the coming years.

Keeping visitor satisfaction at, or close to, current levels will require increasing effort and resource as the proportion of accessible open space inevitably decreases, and the opportunity to hold large-scale events in the parklands becomes more limited. LLDC will seek and act upon regular visitor feedback, ensuring that the facilities and management of the Park continue to be maintained to the very highest quality – working closely with Lee Valley Regional Park Authority in relation to the sporting venues - and that the already unique visitor offer continues to expand and grow as the Park develops.

Choice Award for the Top Ten UK Parks, and also awarded the Landscape Institute’s Excellence in Landscape and Park Management Award in the same year.

¹¹ Queen Elizabeth Olympic Park visitor survey 2019/20

¹² Queen Elizabeth Olympic Park visitor survey 2019/20

Where appropriate, LLDC will seek to harness commercial investment in technology and innovation to enhance the visitor experience on the Park. New ways to engage with visitors digitally will be explored, and Park wayfinding will be brought up to date. With the expansion of the Queen Elizabeth Olympic Park IID, and the establishment of the urban test bed in particular, LLDC will explore opportunities to engage visitors – as well as local resident and business communities – in its activities and facilitate first-hand interactions with innovative new technology as it develops.

Agreeing long term operational arrangements for the London Stadium, for which LLDC has had operational oversight since 2019, will also be a focus. LLDC will work with its partners, in particular the GLA and concessionaires West Ham United and UK Athletics, to scope the options and agree a way forward that will maintain its position as the Park's 'jewel in the crown', a world-class entertainment venue and an asset for London.

Building the infrastructure for growth

The accessibility of Queen Elizabeth Olympic Park to the rest of London and the UK has, to date, been a key factor in driving investment to the area. It is easily reached from central London, close to London City Airport, and less than ten minutes away from Kings Cross and Liverpool Street stations for access to national rail routes. The opening of the Elizabeth Line will further enhance these connections.

Hackney Wick Station

Pivotal to the Hackney Wick Masterplan, Hackney Wick station recently benefited from a £28m upgrade, with LLDC providing significant funding alongside the GLA and the London Boroughs of Hackney and Tower Hamlets. The award winning new design¹³, unveiled in May 2018, includes a new north-south route to facilitate movement under the railway, and new stairs and lifts within the station to improve access.

However, with a rapidly growing population in this part of east London which is outstripping forecast growth, capacity at transport hubs is already stretched and set to be further challenged over the next five to ten years. By 2030 there is predicted to be over 2 million people living in the Boroughs surrounding the Park, and many more travelling here to work or visit¹⁴.

The Mayor of London's 2018 Transport Strategy recognises the importance of improving the capital's orbital rail network. Stratford Station is cited as one of a number of key interchanges which require urgent investment to increase capacity and address overcrowding. Health and safety concerns have already been raised in relation to limited concourse space and insufficient entry and exit points at the station, which currently sees a

¹³ The new Hackney Wick Station won the Community Benefit category of the Institution of Civil Engineers (ICE) London awards in 2019, as well as National and London Awards from the Royal Institute of British Architects (RIBA) in the same year.

¹⁴ London Host Boroughs Employment Forecast, Oxford Economics, July 2017

daily peak of 120,000 passengers and annual passenger movements in the region of 128 million.

Action to address immediate challenges over the next few years is being led by Network Rail in partnership with LLDC and others. This will include new entrances at Carpenter's Road and Angel Lane; relocating the Southern Ticket Hall and supplementing automated ticketing gates; improved wayfinding and signage; and increasing available passenger and platform circulation space. Any major new developments in the area will be expected to help fund the delivery of these and other related station and connectivity projects.

With the daily peak of passengers at Stratford Station due to reach 155,000 by 2031 and 180,000 by 2040, these measures alone will not be enough to sustain future growth in the area. LLDC will lead work to develop the case for wider redevelopment of the station over the longer term, working closely with Network Rail, Transport for London, and the London Borough of Newham. LLDC will endeavour to agree a long term solution which will benefit those who live and work in the area, as well as passengers and visitors, and which addresses wider connectivity issues in relation to Westfield, Stratford Town Centre and Carpenter's Estate.

Where feasible, LLDC will align this with discussions already initiated with Eurostar and HS1 to develop the case for international services to start and terminate at Stratford International going forward, with a view to further enhancing the profile and accessibility of this part of the capital.

LLDC's Infrastructure Delivery Plan¹⁵ outlines a range of broader physical infrastructure projects which will respond to the growth set out in the Local Plan. This will be subject to regular review with infrastructure providers to ensure that projects remain relevant, and are delivered as anticipated. Alongside this, the Park's digital infrastructure will be kept under review, with consideration given to what digital connectivity enhancements may be needed to support growth and optimise the offer to, and experience of, businesses, residents and visitors as part of ongoing development of the area.

¹⁵ <https://www.queenelizabetholympicpark.co.uk/-/media/lldc/local-plan/examination-2019/technical-background-papers/tbp4-infrastructure-delivery-plan.ashx?la=en>

Inclusive Growth: Measuring success

Outcome / output	Measures / milestones ¹⁶
Queen Elizabeth Olympic Park recognised as an area of inclusive growth and investment*	<ul style="list-style-type: none"> ➤ <i>A minimum of 70% of people agreeing with the statement: “New business and jobs are being attracted to the area”</i> ➤ <i>A minimum of 70% of people agreeing with the statement: “The area is changing for the better”</i> <p><i>* Specific measures relating to the ‘inclusive’ element of growth are included in Community and Opportunity sections</i></p>
Delivery of inclusive growth supported by LLDC in its capacity as Local Planning Authority	<ul style="list-style-type: none"> ➤ Ongoing implementation of LLDC Local Plan 2020 to 2036 ➤ Delivery of an effective and responsive planning service, with at least 70% of planning applications determined on time ➤ Publication of annual Planning Authority Monitoring Report ➤ Effective operation of Community Infrastructure Levy and Infrastructure planning mechanisms, reported through annual Infrastructure Funding Statement
Exemplary standards of design, accessibility and sustainability delivered across all developments in and around Queen Elizabeth Olympic Park	<ul style="list-style-type: none"> ➤ Implementation of Park Design Guide 2018, LLDC Design Quality Policy 2019, and LLDC Inclusive Design Standard 2019, with compliance written into all contracts related to the built environment and monitored on an annual basis ➤ Design teams procured on a quality basis; new procurement methods for appointment trialled ➤ All significant projects within the Park and Growth Boroughs reviewed by the Quality Review Panel and Built Environment Access Panel; annual reporting of quality of development schemes seen by Quality Review Panel and lessons learned disseminated

¹⁶ All reputation measures are taken from the Queen Elizabeth Olympic Park visitor survey, an onsite and online survey which questions approximately 6000 visitors and non-visitors to the Park three times each year. The target percentages represent an average taken across any given year.

	<ul style="list-style-type: none"> ➤ Completion of post occupancy evaluation for all phases of Chobham Manor; requirement for post occupancy evaluation embedded within future LLDC development agreements and contracts ➤ Delivery of sustainability targets set in LLDC annual Environmental Sustainability Reports ➤ <i>A minimum of 70% of people agreeing with the statement: “Queen Elizabeth Olympic Park is an attractive place with high quality architecture and landscape”</i>
East Bank: A powerhouse for innovation, creativity and learning	
<p>East Bank fully operational and on the way to being ‘must see’ destination, attracting significant numbers of visitors each year</p>	<ul style="list-style-type: none"> ➤ Stratford Waterfront and UCL East phase 1 complete and operational ➤ Development of UCL phase 2 strategy underway ➤ Stratford Waterfront Estate Management Company (Manco) operating successfully ➤ Sustainable governance established, with East Bank partners self-organising, collaborating and delivering: <ul style="list-style-type: none"> ○ A ‘must see’ destination, with a night-time economy offer, attracting 1.5 million visitors per year ○ Agreed strategic outcomes, and economic and community benefits ➤ East Bank partners leading the East Bank Strategic Objectives programme

<p>Evidence-based progress against delivery of the following East Bank Strategic Outcomes, led by the East Bank partners:</p> <ul style="list-style-type: none"> • Stratford is a new destination and economic engine in London • New models of practice in creativity, innovation and ground-breaking research have been produced • Economic growth has been boosted nationally 	<p>A full list of the measures used to monitor the impact of East Bank Strategic Objectives can be found in the East Bank Benefits Delivery Plan, and Impact and Evaluation Strategy. Key measures include:</p> <ul style="list-style-type: none"> ➤ Amount of land reclaimed and developed (including for public realm); Target: 175,000 square metres of new business, education, cultural floor space ➤ Quantum of non-public sector investment in East Bank compared with public sector investment; target of 8:1 ratio ➤ Creation of 2500 direct jobs and 1100 indirect jobs; 15,000 job years delivered during construction ➤ 10% of new contract expenditure is placed with local SMEs, social enterprises and diverse businesses ➤ Investment in creative industry growth, and source of this investment ➤ East Bank partners collaborate with each other and local communities and other regional partners, yielding increased experimental and interdisciplinary research and development and programming ➤ East Bank becomes known as a testbed for first time innovations across disciplines that address agreed challenges and go onto seed change elsewhere
<p>An impressive and varied residential offer which responds to local need</p>	
<p>Delivery of an impressive and varied residential offer which meets local need and affordable housing targets set by the Mayor of London</p>	<ul style="list-style-type: none"> ➤ Chobham Manor complete, delivering 880 new homes of which 35% will be affordable and 75% family housing (3 bed+) ➤ Hackney Wick Central complete, delivering up to 200 new homes of which 50% will be affordable and 40% of the affordable will be family housing (3 bed+)

	<ul style="list-style-type: none"> ➤ Rick Roberts Way on schedule to deliver approximately 450 new homes by 2026, with significant affordable housing as part of the delivery of 50% affordable housing across Portfolio sites, and a minimum of 51% family housing (2 bed+) ➤ East Wick and Sweetwater on schedule to deliver 1850 new homes by 2029, of which 34% will be affordable and 30% family housing (3 bed+) ➤ Stratford Waterfront residential on schedule to deliver up to 600 new homes by 2028, of which 35% will be affordable and 51% family housing (2 bed+) ➤ Bridgewater on schedule to deliver c570 new homes by 2028, of which at least 40% will be affordable and 51% family housing (2 bed+) ➤ Delivery strategy agreed, and a delivery vehicle in place, for Pudding Mill Lane (with construction commenced where feasible) to deliver 950 new homes by 2033, of which at least 40% will be affordable and 65% family housing (2 bed+) ➤ Phased development of the Bromley-by-Bow site in line with the 2017 Bromley-by-Bow SPD, ultimately delivering in the region of 1700 new homes ➤ Feasibility studies concluded in relation to a small number of additional development plots; design, planning and delivery of additional new homes taken forward with development partners where viable ➤ Development of a Commercial Floorspace Strategy for Queen Elizabeth Olympic Park, and implementation underway, by the end of 2021
A thriving business and innovation hub	
<p>Business districts thriving in and around Queen Elizabeth Olympic Park</p>	<ul style="list-style-type: none"> ➤ LLDC marketing and communication support for International Quarter London and Here East, helping them progress towards full occupation with planned profile of tenants ➤ Thriving employment clusters, including Hackney Wick and Fish Island Creative Enterprise Zone (CEZ) and The Fashion District

	<ul style="list-style-type: none"> ➤ Working with freeholder Lee Valley Regional Park Authority, capital investment into 3 Mills Studios to facilitate ongoing use for film and TV production
Future strategic approach agreed for Queen Elizabeth Olympic Park Inclusive Innovation District	<ul style="list-style-type: none"> ➤ Queen Elizabeth Olympic Park IID core proposition and brand strategy agreed by mid-2021 ➤ Soft launch of urban test bed and two trial projects delivered by the end of 2021; development of a pipeline of trials across target sectors for 2022/3 ➤ Business and resourcing plan, together with a clear set of impact measures, agreed by all IID partners by early 2022 ➤ Long term governance and operational arrangements for the Queen Elizabeth Olympic Park IID considered in the context of LLDC Transition planning
A diverse, unique and successful visitor destination	
QEOP celebrated as a unique and successful visitor destination, with a world-class sporting and entertainment offer	<ul style="list-style-type: none"> ➤ Quality and safety of Park and venues maintained, measured through annual Green Flag status ➤ Park wayfinding refreshed and improved ➤ Post-Covid: a minimum of 6 million annual visits to Queen Elizabeth Olympic Park (with an additional 1.5m anticipated from 2025 onwards as a result of East Bank) ➤ Excellent Net Promotor Score and visitor satisfaction levels maintained ➤ Commercial investment in technology and innovation harnessed to enhance the visitor experience ➤ A varied annual sporting and entertainment events programme delivered in collaboration with partners and operators; major sporting events targeted to increase the global profile of the Park and wider area ➤ Queen Elizabeth Olympic Park to play a central role in a national celebration of the ten-year anniversary of the London 2012 Games in 2022; scope explored for an annual Festival of Sport on the Park thereafter

	<ul style="list-style-type: none"> ➤ <i>A minimum of 70% agreeing with the statement: “Queen Elizabeth Olympic Park is a successful visitor destination”</i> ➤ <i>Development on the Park delivered with minimal impact to visitors (a minimum of 80% agreeing with the statement: “The building work within the Park did not impact my overall enjoyment during my visit”)</i>
Robust arrangements in place for the long-term operation of London Stadium as a globally renowned, multi-use sporting and entertainment venue	<ul style="list-style-type: none"> ➤ Long term strategic approach agreed in relation to the London Stadium by the end of 2021
Building the infrastructure for growth	
Transport capacity in the area enhanced	<ul style="list-style-type: none"> ➤ Strategic Outline Business Case for the long term redevelopment of Stratford Station submitted to Government by the end of 2022 ➤ Planning strategy for Stratford Station redevelopment agreed with Newham in 2021 and implemented in advance of 2025 ➤ Dialogue maintained with Eurostar, HS1 and other partners, to support development of business case for future use of Stratford International
Delivery of infrastructure to support growth in and around Queen Elizabeth Olympic Park	<ul style="list-style-type: none"> ➤ Ongoing implementation of LLDC Infrastructure Delivery Plan ➤ Review of digital infrastructure requirements to support ongoing development

PART TWO: COMMUNITY

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

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

LLDC's ambition for Queen Elizabeth Olympic Park is that it should be a place where people want to spend time; a biodiverse and sustainable district of London where people can come together to share space and ideas, and a place which continues to serve local communities in a wide range of different ways. Through implementation of its Code of Consultation, LLDC is committed to giving communities the opportunity to shape the development and activation of the Park to meet their needs and requirements. LLDC will continue to collaborate closely with the Growth Boroughs to support this, seeking to complement strategies such as Towards a Better Newham, which uses community health, wellbeing and happiness as a prime measure of economic success for the first time.

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

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

Landowner

As landowner LLDC will continue its programme to create successful new neighbourhoods that are vibrant, engaged and inclusive, and responsive to local need. It will enhance local connectivity to support both new and existing communities to build networks and develop lasting connections. It will also continue to develop Queen Elizabeth Olympic Park as a smart, sustainable district, to ensure it remains an attractive and valuable space for everyone to enjoy.

Building successful communities

Residential developments in and around Queen Elizabeth Olympic Park will maximise affordable housing, and provide significant proportions of family housing to reduce transience and encourage families to settle, as well as the social infrastructure required for communities to thrive and prosper.

The delivery approach will be informed by learning from early developments on the Park. A targeted approach will be taken to the number of 3 bed+ homes, which prioritises delivery

of affordable rather than private homes of this size, and houses rather than apartments. This will be balanced alongside an increased provision of 2 bedroom accommodation, meeting the Local Plan requirement for all new schemes to have at least half of homes of this size or larger. A design-led approach to the delivery of family housing will also have regard to open space, play space and easy access.

LLDC will continue to invest in social infrastructure to support successful community development, with a total of four schools, nine nurseries, health centres and multi-use community spaces ultimately due to be delivered. All facilities will be strategically located within the context of established facilities in the area, and on the edge of the Park, so that existing as well as new communities can benefit.

New schools on the Park

- Mossbourne Riverside Academy, a new three-form entry primary school in East Wick, opened in 2016 with a capacity of 1400 pupils
- Bobby Moore Academy, an all-through school, opened its two-form entry primary school at Sweetwater in September 2017, and its six-form entry secondary school on Stadium Island in September 2018. When full in 2024, the Academy will have capacity for a total of 1500 pupils, and will include a sixth form and a dedicated study centre

As outlined in the previous section, new neighbourhood centres at Pudding Mill, Hackney Wick and Bromley by Bow will deliver flexible, small-scale retail, office, workspace, and community facilities specifically designed to meet the needs of existing and future residents. Public space as part of all new developments has been carefully planned to facilitate community building, and provide attractive and engaging places in which people can come together in a positive way.

As part of East Bank, UCL East and UAL's London College of Fashion will introduce a significant student community to Queen Elizabeth Olympic Park from 2023. Their new campuses have been specifically designed to be embedded in the local area, to enable students to play a full part in community life. Campus facilities will be used by local residents and workers alongside students, facilitating opportunities for the different groups to mix and learn from each other rather than sitting separately in isolation.

Local communities will continue to have the opportunity to input their views and requirements in relation to all new development proposals, through comprehensive consultation activities as well as a range of ongoing engagement channels. Initiatives such as Your Neighbourhood Talks, Legacy Youth Voice, Park Panel and Park News, as well as use of digital media channels, have enabled LLDC to build effective relationships with local individuals and groups, keeping them up to date and ensuring that informed decisions in relation to the Park can be made with the benefit of lived experience, and local knowledge and understanding.

Connecting communities

As new neighbourhoods and districts are established, LLDC will ensure that these are not separate 'islands' but are connected in a meaningful way with the surrounding area. Improving connectivity between new developments and the neighbourhoods which surround the Park will ensure that the benefits of regeneration can be felt as widely as possible. LLDC will drive forward the delivery of 20 priority connectivity projects to enhance connections and improve access to and within Queen Elizabeth Olympic Park. These will focus on eight strategic routes linking east and west, and north and south of the Park, with the aim of completing missing links, renewing or enhancing key sections, and improving safety and security.

A principal focus will be to mitigate the severance of the A12 between existing communities and new neighbourhoods, delivered through new junctions at Bromley by Bow and Wick Lane. Installing or improving connectivity between new neighbourhoods will also be important, with the Pudding Mill Lane corridor one of a number of routes which will deliver new or improved infrastructure to safeguard delivery of thousands of new homes in and around the Park. Improved health and wellbeing for local communities will be achieved through increased walking and cycling opportunities, and where feasible LLDC will support connections into the Cycle Highway and Quietway along the north-south route of the Park.

LLDC will work closely with a wide range of partners to deliver and help facilitate these connectivity projects, including local Boroughs, the GLA, Transport for London (TfL), Network Rail, and developers. The majority of the funding requirement will be met through a combination of LLDC capital funding, contributions from partners, and Community Infrastructure Levy (CIL) and Section 106 contributions collected by LLDC as the Local Planning Authority.

Post-Covid, the funding picture is inevitably more uncertain than anticipated, with financial commitments from partners such as TfL significantly at risk. This will be kept under review, and alternative delivery approaches and/or sources of funding will be sought where feasible. For example, LLDC is in dialogue with Homes England to explore the potential to bid for additional funding through its Strategic Infrastructure Fund, and with the Ministry of Housing, Communities and Local Government (MHCLG) to understand where there might be opportunities to unlock support through initiatives such as the recent Getting Building Fund.

Ultimately, in the event of a funding shortfall despite these endeavours, LLDC will ensure that available resources are appropriately prioritised and that the conditions are set for the completion of any ongoing projects by relevant partners post-2025. This would be alongside a number of longer term connectivity projects, for which LLDC is already in dialogue with potential organisations to take on future delivery responsibility.

Supporting sustainable lifestyles

LLDC is committed to the long term environmental management of Queen Elizabeth Olympic Park, and will continue to review progress against a range of measures through its annual Environmental Sustainability Report and implementation of the Biodiversity Action

Plan 2019-2024. LLDC will continue to work with partners to promote initiatives that educate and inspire communities about the environment.

As a mayoral body, LLDC supports the Mayor of London's Climate Emergency Response, which seeks to limit climate change to a maximum of 1.5°C above pre-industrial levels. LLDC will also consider the likely effects of climate change, and the related social and physical impacts. Arrangements for post-Transition oversight of this aspect of LLDC's work will be agreed as part of the Transition programme.

A place to escape

Queen Elizabeth Olympic Park provides 560 acres of richly biodiverse, attractive, green and blue habitat in the heart of Zone 2 in the capital, providing crucial ecosystem services for the city, and a space in which its communities can connect with nature.

The creation of Queen Elizabeth Olympic Park in 2008 provided a unique opportunity to put in place new ideas and approaches in relation to urban Parks. New habitats were introduced to the area, including wildflower meadows, woodlands and wetlands, and its parklands, waterways, and network of walking and cycle paths were designed to contribute to cleaner air quality and help to mitigate the impact of the urban heat island. Today, the Park is home to a huge number of rare plants and animals, including some species that are among the most protected in the UK.

Aspects of Queen Elizabeth Olympic Park which have particular significance for historical, aesthetic, ecological or community reasons are highlighted in the Queen Elizabeth Olympic Park: Valuing Landscape report published in early 2021. LLDC is committed to ensuring that these important and distinctive aspects of the Park are maintained, nurtured and protected in the way that the Park is developed and managed going forward. The value of the Park's green infrastructure is recognised through the regular review and monitoring of Natural Capital Accounting.

Development on Queen Elizabeth Olympic Park will continue to be delivered to the highest standards of sustainability. Building materials and services will be sourced with a focus on improved environmental performance. All new developments will be zero carbon in operation, and increased action will be taken to reduce embodied carbon emissions associated with their construction. New residential and business districts will incorporate the infrastructure necessary to support the most efficient use of resources, minimise waste production and encourage recycling and reuse, in order to promote the circular economy and support healthy, sustainable lifestyles.

A District Energy Scheme, operated on LLDC's behalf by ENGIE, uses highly efficient large-scale combined heat and power technology to provide a source of low carbon heating, hot and chilled water to buildings across the Park and the surrounding area. LLDC is currently engaging with the Departments of Housing, Communities and Local Government (MHCLG) and Business, Energy and Industrial Strategy (BEIS), and the GLA, to understand the impact that proposed changes to Government policy may have on the relative carbon savings of the

Scheme. Where appropriate, LLDC will review options, together with ENGIE, for further decarbonisation going forward. Long term arrangements for the operation of the District Energy Scheme will be reviewed as part of the Transition process.

Local Planning Authority

The LLDC Local Plan emphasises the need to support existing, developing and new communities through the delivery of social and community infrastructure, which LLDC will continue to facilitate through the allocation of Community Infrastructure Levy and Section 106 funding.

The Local Plan requires the availability of new community facilities and open space to be considered in relation to housing mix in all new developments, outlining that where possible these should serve an immediately localised function and be flexibly designed in order to maximise take-up. They should also be made available for other sections of the community as much as possible outside their primary use, including by residents in surrounding communities, to support cohesion and integration across the wider area. Existing community facilities will be protected and their loss only permitted in exceptional circumstances.

In its Local Planning Authority role, LLDC collects and spends the neighbourhood portion of its Community Infrastructure Levy through a Neighbourhood Priorities Fund. This allocates funding to specific projects following annual bidding rounds, with the involvement of the Park Panel to ensure local community input into decision making. A total of 48 projects were awarded approximately £3million between 2018 and 2020, ranging from the creation of community gardens and new play equipment, to wellbeing and mental health support through arts and other activities.

As the Local Planning Authority LLDC will continue to support the principle of temporary interim use of land that has been set aside for longer term development, in particular where these have been developed in partnership with local business or residential communities. These should support small-scale retail or community uses, and create vitality and viability within neighbourhoods.

Interim uses at Hackney Bridge

A variety of interim uses including co-working space and studios have been approved for the East Wick and Sweetwater development site over the next 12 years, collectively known as Hackney Bridge (formerly Clarnico Quay).

Managed by Makeshift, this opened in late 2020 and includes public facilities, restaurants and bars, co-working space for residents who work from home, as well as workspace and studios for local artists, makers and small businesses. The site will also be home to the LLDC supported Mobile Garden, a community garden with a focus on food and well-being and 'getting your hands dirty'. A total of 80% of independent businesses currently taking space at Hackney Bridge are from the four Growth Boroughs, with 12 of the units being offered with a 50% rent reduction.

Green and open spaces will continue to be protected within the MDC area, in recognition of the role these play in the creation of attractive places to live and work, and the maintenance of healthy and cohesive communities. As the Local Planning Authority, LLDC will continue to promote a sustainable approach to urban development which has green infrastructure at its heart, and incorporates biodiversity and heritage assets to safeguard the unique character of the area. All development proposals will be required to demonstrate integration with the natural environment, and show that opportunities have been taken to increase the availability of high quality, publicly accessible parklands and green space, as well as play and/or youth space.

All strategic planning guidance for the MDC area included in the LLDC Local Plan has been drawn up with the full involvement of the Growth Boroughs, and with their communities through a range of public consultation and engagement activities in line with LLDC's Statement of Community Involvement¹⁷. This, alongside the opportunity to comment on individual planning applications, ensures that those who live and work in the area are able to play an important part in shaping its future. This is essential to delivering positive change, and to creating places which respond to local needs and in which communities are willing to invest over the long term.

Regeneration Agency

LLDC will continue to ensure that Queen Elizabeth Olympic Park is recognised as a genuine community asset, as well as an incredible destination for regional, national and international visitors. As outlined previously, its value was particularly evident during the Covid-19 lockdown in 2020, when it provided a place for local people to escape, to engage with nature, and to spend time with friends and family in a safe environment. Research conducted during this period found that over 70% of respondents believed their use of green space had had a positive impact on their physical and mental wellbeing¹⁸, with a similar proportion of those from east London judging Queen Elizabeth Olympic Park to be 'at the heart of the community and an important asset for London'. Annual research findings for 2019/20 found that as many as 94% of visitors from the Growth Boroughs believe this to be the case¹⁹.

An asset for the whole community

LLDC is committed to making Queen Elizabeth Olympic Park a place to which both new and existing communities feel connected, and of which they can be proud. At its simplest form, creating a community asset is about enabling people to come together and enjoy the Park and everything it has to offer, in a range of different ways. Fora such as Park Panel and Your

¹⁷<https://www.queenelizabetholympicpark.co.uk/~media/lldc/statementofcommunityinvolvementmarch2013.pdf>

¹⁸ Queen Elizabeth Olympic Park covid research 2020

¹⁹ Queen Elizabeth Olympic Park visitor survey 2019/20

Neighbourhood Talks provide a channel for local people and groups to feed into plans and help to shape the way the Park is used.

Community activities and events are hosted on the Park throughout the year, the most notable of which is the Great Get Together which attracts in the region of 10,000 local people every summer. Going forward, LLDC will ensure that available space and resource is used as effectively as possible to ensure that events like these can continue, enhancing links where appropriate with wider regional facilities overseen by the Lee Valley Regional Park Authority and other key partners.

LLDC will continue to tailor activities and messaging to encourage local communities to make regular use of Queen Elizabeth Olympic Park. Latest research shows that approximately 69% of those who visit Queen Elizabeth Olympic Park are from East London²⁰ and 48% from the four Growth Boroughs²¹. The four Boroughs also represent 78% of London Aquatics Centre and 88% of Copper Box Arena members²². These numbers have increased, driven in part by LLDC's ability to respond to barriers previously expressed by local respondents, for example around awareness of Park features and what is on offer. They are significantly higher than initial forecasts made in 2011, which predicted that the proportion of 'local'²³ visitors would be relatively low in view of the fact that smaller, local parks would always be more of a draw for day to day activities.

Going forward, LLDC is committed to maintaining the accessibility of the Park's open spaces, playgrounds, venues and facilities in order to maximise local use. The overall proportion of local visitation will need to be considered in context of the expanding profile of Queen Elizabeth Olympic Park as a visitor destination, with the opening of East Bank in particular likely to significantly broaden the Park's appeal among regional, national and international visitors.

LLDC will continue to offer free and accessible activities for local residents through its Community Sport programme to enhance physical and mental wellbeing, so important in the context of the Covid-19 pandemic. This will make use of the Park's extensive green space, and key assets such as the London Marathon Community Track and the South Park water sports pontoon. The newly built Bobby Moore Academy also offers significant community sport facilities which are regularly used by local clubs and teams.

The Community Sport programme will also ensure that maximum community benefit is derived from large-scale sporting events on the Park, through initiatives such as the Summer Festival of Sport in 2019, which involved over 120 individual sport sessions to coincide with the Muller Anniversary Games and Major League Baseball at the London Stadium. The Covid-19 pandemic has meant that plans to repeat this in 2020 and 2021 have had to be cancelled; as set out in the previous section, a series of events is being planned in 2022

²⁰ East London is defined as the eight boroughs that make up the eastern quarter of London

²¹ Queen Elizabeth Olympic Park visitor survey 2019/20

²² 2019/20 year end figures from operator GLL; these do not include schools usage and event participation etc

²³ 'Local' was then defined as being from the six Olympic Host Boroughs

across the Park to mark the ten-year anniversary of the London 2012 Games, with scope for this to be the catalyst for an annual Festival of Sport thereafter.

LLDC will continue to support targeted community outreach by partners. The London Lions Basketball Team and London Pulse Superleague Netball, both of which train and play at the Copper Box Arena, and Badu Sports at Here East²⁴, all run a range of initiatives which use sport as a way to engage with local communities. These provide young people and their parents with access to positive activities in and around the Park to support their physical and mental wellbeing.

Deepening engagement with schools and young people will be a focus going forward, building on the success of the GO! Schools Network and the work of the Legacy Youth Voice (see box). Alongside ongoing activity to encourage schools in east London to make use of Queen Elizabeth Olympic Park, and to connect pupils and teachers to it through a range of outdoor learning resources linked to the National Curriculum, this will include annual programme offered for schools in conjunction with the East Bank partners. More detail on this is included in the Opportunity section of this strategy.

LLDC will continue to play a coordination role alongside Borough partners in relation to youth activity, working with a range of organisations to enable young people to shape current and future plans for the Park. Together with its work with Legacy Youth Voice, LLDC is supporting the London Borough of Newham to pull together a youth programme that will explore further opportunities to position the Park as a place where young people can take part in activities in a safe and meaningful way. This has been particularly important in 2020, with many facilities and youth clubs closed for extended periods as a result of the Covid-19 pandemic.

Legacy Youth Voice

Legacy Youth Voice comprises a group of diverse 14 to 18 year olds from the four Growth Boroughs, which regularly reviews and provides valuable input to strategies, plans, design and development proposals in relation to Queen Elizabeth Olympic Park. It is currently in the process of transitioning into a hybrid model, in which members will be paid for feeding into plans alongside volunteering, as a way of acknowledging their time and expertise.

Legacy Youth Board

In 2014 the Legacy Youth Board was formed to enable a greater contribution in priority areas through strengthened links with LLDC and its Board, to ensure that young people have a real influence with respect to the future of the Park. As part of the 2021 LLDC Board recruitment process, one seat has now been ringfenced for a member of the Youth Board. Recent activities of the Youth Board have included delivery of a formal response on relevant implications of the Black Lives Matter agenda, and a comprehensive youth survey to inform how LLDC can further expand its reach to young people in light of the Covid-19 pandemic.

²⁴ Badu Sports, which seeks to empower young people through sports and mentoring, is due to move shortly to the interim space at Hackney Bridge

Youth Conference

The Legacy Youth Board and Youth Voice led on the organisation of the first Youth Conference on the Park in November 2019, working with LLDC, Unicef and Youth Charter. This provided a space for young people to express their views on a range of issues, and question the Mayors of Hackney and Newham and senior representatives of LLDC. The ambition is for this to become an annual event. In March 2021, due to Covid-19, the conference was delivered as an online event - Future Me, Future Youth – and included discussions around the importance of education, employment, community involvement and self-resilience.

Plans for post-Transition delivery of community engagement activity will be determined as part of the Transition process, in close collaboration with the Growth Boroughs. The future approach is likely to be influenced by LLDC's ability to increase the financial sustainability of the Park over the long term.

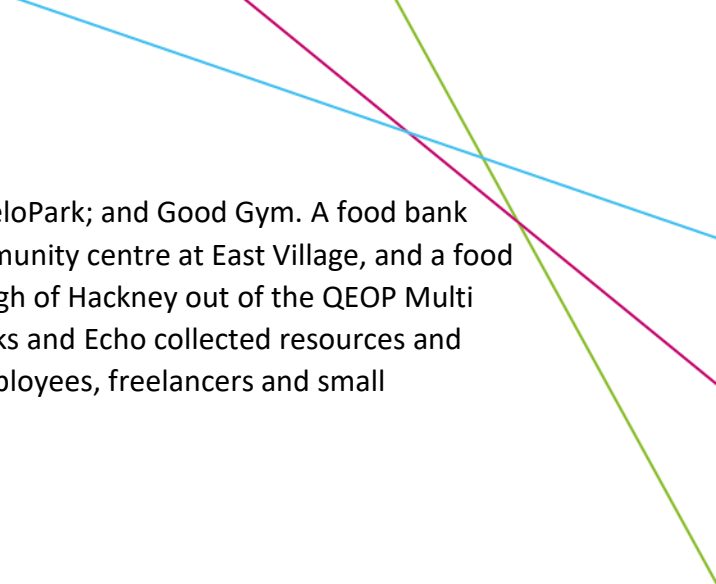
Supporting community networks

LLDC will continue to support a range of community networks in and around Queen Elizabeth Olympic Park, providing local people and businesses with opportunities to exchange skills and ideas, and explore common interests.

This includes the Park Champions programme, which coordinates over 288 regular and overwhelmingly local volunteers, offering a range of opportunities through which they can contribute to Park life, including assisting visitors on the Park Mobility Service and acting as Park tour guides. Hub 67, a temporary community centre located close to the Park in Hackney Wick, hosts a range of local classes and groups and delivers projects in conjunction with residents, young people and schools. The centre is due to relocate to a more permanent space in 2021/22, which LLDC is actively working closely with the operator to facilitate.

Business districts at Here East and International Quarter London have been specifically designed to foster an environment of collaboration, including through the provision of shared workspace, events and mentoring schemes. More broadly, the exchange of skills and services between individuals and organisations in the area is facilitated through Echo, a free peer-to-peer network with over 5500 members. Echo's collaborative grants programme, Park Community Chest, supports community-led social action via a combination of funding, capacity-building, and crowdsourced skills and expertise. Projects funded in 2019 included a youth mentoring and outreach support service in East Village, and LGBTQ+ cinema screenings and awareness raising across Newham.

Community networks in and around Queen Elizabeth Olympic Park played a more important role than ever during the Covid-19 lockdown in 2020, with LLDC supporting the work of local groups and organisations to help those most affected by the pandemic. Valuable outreach and delivery services were coordinated by One Community, formed by Badu Sports;



Bikeworks, a social enterprise based at Lee Valley VeloPark; and Good Gym. A food bank was set up by The Yard theatre in The Hall, the community centre at East Village, and a food distribution hub was operated by the London Borough of Hackney out of the QEOP Multi Storey Car Park. The Hackney Wick creative networks and Echo collected resources and provided practical guidance for local employers, employees, freelancers and small businesses on coping with the impacts of lockdown.

Community: Measuring success

Outcomes / outputs	Measures / milestones ²⁵
Building successful communities	
Delivery of accessible new neighbourhoods with the social and community infrastructure to support successful community development	<ul style="list-style-type: none"> ➤ Comprehensive community consultation activities delivered in relation to all new development proposals, in line with LLDC's Code of Consultation ➤ A total of 50% affordable housing delivered across LLDC Portfolio Sites, in line with the New London Plan and the LLDC Local Plan 2020-2036 ➤ A flexible, design-led approach to the provision of family housing which is responsive to evidence of local need; all new schemes to incorporate more than 50% of homes with at least 2 bedrooms, in line with the LLDC Local Plan 2020-2036 ➤ Provision of nursery, schools, healthcare and community facilities in line with plans ➤ Well-designed public and open space integrated into all new developments or proposed landscape projects, complying with relevant LLDC design standards ➤ Support for temporary interim uses of land set aside for longer term development, where these create vitality and viability within neighbourhoods
Connecting communities	
Enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park	Delivery of priority connectivity projects to improve or complete the following strategic routes: <ul style="list-style-type: none"> ➤ Bow Vision ➤ Hackney Wick Loop ➤ Pudding Mill Lane East-West Corridor ➤ Montfichet Road UCL Link ➤ Carpenters Road Route

²⁵ All reputation measures are taken from the Queen Elizabeth Olympic Park visitor survey, an onsite and online survey which questions approximately 6000 visitors and non-visitors to the Park three times each year

	<ul style="list-style-type: none"> ➤ Waterden Road / Westfield Avenue ➤ Pudding Mill Lane to Wick Lane ➤ Strategic Cycle Network
Supporting sustainable lifestyles	
Ongoing environmental management of Queen Elizabeth Olympic Park	<ul style="list-style-type: none"> ➤ Delivery of sustainability targets set in annual LLDC Environmental Sustainability Reports ➤ Implementation of Biodiversity Action Plan 2019-2024 ➤ Delivery of a range of initiatives to support the Mayor's Climate Emergency Response ➤ Regular review and monitoring of Natural Capital Accounting for the Park ➤ Scope explored for further decarbonisation of District Energy Scheme, in discussion with the GLA and Engie ➤ Long term development and management of the Park informed by the 2020 Queen Elizabeth Olympic Park: Valuing Landscape report ➤ Post-Transition arrangements for the ongoing environmental management of the Park agreed as part of the Transition Programme
An asset for the whole community	
Local communities feel connected to, and invested in, Queen Elizabeth Olympic Park	<ul style="list-style-type: none"> ➤ Delivery of a range of community activities and events on the Park, including the Community Sport programme and the annual Great Get Together ➤ Ongoing schools and youth engagement delivered through a range of initiatives, including the GO! Schools Network and Legacy Youth Voice ➤ Delivery of an annual Youth Conference in conjunction with partners ➤ Ongoing support for target community outreach activities by Park partners

	<ul style="list-style-type: none"> ➤ Local community usage of Park and venues maximised through the delivery of a range of LLDC and partner-led initiatives ➤ Post-Transition approach to community engagement agreed with partners as part of the Transition Programme ➤ <i>A minimum of 90% from Growth Boroughs agreeing with the statement: “The Park is an asset for the whole community”</i>
Supporting community networks	
Social and community networks supported to facilitate sustainable community building	<ul style="list-style-type: none"> ➤ Ongoing delivery of Park Champions volunteering programme; post-2025 delivery arrangements determined as part of Transition planning ➤ Ongoing support for a range of community networks and initiatives across Queen Elizabeth Olympic Park and the surrounding area

PART THREE: OPPORTUNITY

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

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

In advance of the London 2012 Games, the (then) Growth Boroughs²⁶ created a strategic regeneration framework which set out how local lives would be improved by capitalising on the investment and global spotlight the Games would bring. Progress against a range of indicators was measured before and after the Games²⁷. While these 'convergence indicators' are no longer specifically tracked today, they have informed the development of LLDC's socio-economic programme, and the activity it continues to deliver with local Boroughs and other partners, to ensure that the benefits of regeneration can be shared by all.

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

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

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

²⁶ The Growth Boroughs previously comprised the six London Boroughs which hosted the Games: Newham, Hackney, Tower Hamlets, Waltham Forest, Greenwich, and Barking and Dagenham

²⁷ Information about convergence and delivery against targets set by the Growth Boroughs' Convergence Strategy can be found at www.growthboroughs.com/convergence

Landowner

As a landowner LLDC will continue to ensure that commitments around job creation, apprenticeships and training programmes are secured from all contractors on the Park as part of procurement and contract management processes. It will maximise the social value derived from Park development, in line with the GLA Responsible Procurement Policy.

A local and diverse Queen Elizabeth Olympic Park workforce

Over 14,000 people have worked on the Park since 2012. The efforts of LLDC and its partners have ensured that local people and priority groups have made up a significant proportion of these to date:

- 50% of the lifetime construction and end-use workforce are from Black, Asian and Minority Ethnic backgrounds;
- 30% of construction employees currently working on the Park are from the four Growth Boroughs;
- Local residents comprise 67% of staff in the London Aquatics Centre and Copper Box Arena, 62% of ENGIE staff managing estate and facilities and operating the ArcelorMittal Orbit, and 33% of staff at the London Stadium;
- Disabled people make up 10% of the estate and facilities management workforce;
- Over 420 local young people have benefitted from apprenticeships through Park activities, including 290 on the construction programme;

LLDC will seek to maintain this level of representation going forward, through the setting and management of employment targets as part of the ongoing construction programme, and contractual arrangements for Park and venue operations. The retendering of operational contracts in 2023 will provide a valuable opportunity to conduct a strategic review of this approach, and to make any changes that are deemed necessary to ensure the anticipated benefits can continue to be delivered.

The recruitment of in-house stewards for London Stadium, which began in 2020, will bring opportunities to significantly increase current levels of local representation in the Stadium workforce. This will be delivered through strengthened engagement with the Growth Boroughs, as well as with local brokerages and colleges, to ensure that opportunities are visible and accessible. The Stadium operator, LS185, will establish a working group to oversee progress in this area, and will regularly monitor recruitment data to understand and measure impact. As part of this, it will take steps to better understand the current profile of Black, Asian and Minority Ethnic staff and seek to increase this where appropriate to reflect the local demographic.

The variety, profile, value and longevity of the Queen Elizabeth Olympic Park development programme and its procurement activity provides an important vehicle for LLDC to set the highest standards in delivering social value. LLDC will work with its employers on the Park to represent a beacon of fair employment practices through its commitment to Responsible Procurement, in close partnership with the wider GLA family. This includes mandating that all Tier 1 contractors and subcontractors pay the London Living Wage, and apprentices

receive at least the national minimum wage, as well as ensuring non-exploitative employment practices at the Park through regular auditing and monitoring.

A new Training Association formed by LLDC with Mace, Lendlease, Balfour Beatty and Taylor Wimpey, is enabling industry-leading companies on the Park to work together collaboratively to deliver training, jobs and apprenticeships. This will be delivered via a new Construction Training Centre that is being launched at the Park in 2021, in partnership with Transport for London.

The Training Association's construction programme also offers opportunities for employers to innovate with new approaches to skills development, particularly in response to the growing requirement for digital skills, as they think about future workforce needs. LLDC will support this through its Design...Engineer...Construct (DEC) programme, through which employers engage with local schools, taking industry techniques into the classroom and facilitating access to jobs in the built environment sector. Over four hundred students across 19 schools and colleges have benefitted from DEC qualifications to date, using them to progress into Higher Education, apprenticeships or work placements. LLDC will continue to grow the DEC partnership across east London with new and exciting initiatives such as the BBC Design Challenge²⁸.

Alongside this, the Hobs Training Academy, delivered in partnership with Hobs Studio at Here East, will deliver employer-led training programmes to 120 local young people and priority groups in innovative techniques such as 3D printing, 3D visualisation, and virtual and augmented reality.

Local Planning authority

The LLDC Local Plan sets out ways in which opportunities will be taken to enhance the employment offer and mix across the MDC area, including through the promotion of the creative, productive and cultural industries and social enterprise; the development of town centres; and the facilitation of training and employment prospects for local people with the expansion of the higher education, research and development offer.

As the Local Planning Authority LLDC will continue to protect and/or seek to re-provide employment space in the area, and ensure it is included as part of mixed-use development, in a range of different formats and as accessibly as possible. Temporary interim uses of land for the provision of managed or affordable workspace, and/or small-scale retail, cultural or night time economy purposes will be supported, particularly where these provide opportunities for the local workforce.

Protecting affordable workspace in Hackney Wick and Fish Island

An ongoing priority for the development of Hackney Wick and Fish Island is the protection of creative and cultural industrial uses, which support the area's entrepreneurial and enterprising work culture and give it its distinctive sense of place. This area contains nearly 40 percent of the total employment land within the MDC area, and a significant proportion of its individual businesses.

²⁸ <https://designengineerconstruct.com/coyo-bbc-creative-design-challenge/>

In its role as Local Planning Authority, LLDC will support development at Hackney Wick and Fish Island that incorporates a range of employment floorspace, including affordable, low-cost and managed workspace, and incubator, accelerator and co-working space for small and medium enterprises. It will also ensure the ongoing protection of key assets such as the Yard Theatre.

LLDC will take all opportunities through the planning system to support the skills and employment agenda for local people and priority groups, where appropriate using it to secure commitments in relation to construction-related job and training opportunities, and access to long-term employment.

Regeneration agency

Queen Elizabeth Olympic Park and the surrounding area will see significant and sustained job creation over the coming years, with a total of 40,000 new jobs anticipated by 2036. A growth in the total number of jobs available on the Park in the coming years will include a high proportion at International Quarter London and Here East, as well as over 3000 directly or indirectly associated with East Bank. LLDC will ensure that local people and priority groups are supported to access these opportunities, as well as the wider benefits of East Bank, through targeted engagement and the creation of diverse employment pathways.

Realising the benefits of East Bank

We have already seen that East Bank is set to become an incredible destination, attracting millions of visitors, students and pioneers from across the globe every year. It is also unique in its ambition to create a lasting social and economic impact that will reach far beyond the bricks and mortar of the site.

The £151m government funding commitment for East Bank was granted on the basis that the scheme would deliver a broad range of strategic benefits for the communities of east London and across the capital, and for the whole of the UK. It is anticipated that for every £1m spend by the public sector there will be a projected socio-economic return of £1.7m between now and 2045, equating to a total return of £1.5billion²⁹.

This includes not only boosting national economic growth but also enhancing education and skills attainment levels for local people; creating and supporting access to sustainable jobs; increasing access to sporting, cultural and civic opportunities; and raising local aspirations and perceptions of East London. Foundation for Future London (FFL), an independent charity, plays a significant role in supporting east London communities to connect to these opportunities through the delivery of grant-funded projects, including the £10m Westfield East Bank Creative Futures Fund.

²⁹ East Bank Economic Case Refresh and Impact Analysis, October 2020

LLDC coordinates delivery of these benefits through the East Bank Strategic Objectives Benefits Delivery Plan, with oversight provided by a Strategic Objectives Board on which the GLA and all East Bank partners are represented. The intention is that by 2025 the East Bank partners will have taken full ownership of this agenda, ensuring that delivery can be maintained without the need for LLDC intervention into the future.

East Bank: creating opportunity

Through a strong programme of collaborative activity by the East Bank partners alongside local organisations and the Growth Boroughs, so far:

- Over 160,000 local people have already been engaged in a wide range of projects in relation to East Bank
- A total of 50 young people have been supported into jobs in cultural and creative businesses across London
- New research and development projects have been initiated worth over £31m³⁰

Supporting a diverse local talent pipeline

East Education is a strategic framework developed by LLDC with teachers and East Bank partners, designed to maximise the learning opportunities that can be realised locally in relation to East Bank. LLDC will continue to use East Education to address the shortage of creative and future skills in London, through a series of initiatives including curriculum challenges, tutoring programmes, teacher training and engagement, and flagship events such as the East Summer School and East Careers Week. A strategic partnership with six local schools over the next three years will contribute to the co-design, testing and development of the next phase of the programme.

East Summer School

This annual event, delivered with East Bank partners and local digital and creative organisations, offers huge range of courses and activities for local young people focusing on fashion, theatre, dance, engineering, architecture, coding and game design. Its aim is to enable young people to develop new skills and gain insight into future careers, develop new passions, and be exposed to the East Bank partners ahead of their physical arrival in the Park. Targeted marketing aims to attract diverse attendance from across the Growth Boroughs; a youth steering group contributes to the design and operation of the event; and all courses are offered free, with free meals provided. The 2020 Summer School took place online attracting over 250 young people, 75% of which were from Black, Asian and Minority Ethnic backgrounds, to take part in 34 inspiring sessions.

EAST Careers Week

The first East Careers Week, a collaboration between LLDC and the East Bank partners, was delivered in 2021 to coincide with National Careers week. This free online programme featured over 20 workshops and webinars delivered by ten different organisations. It reached over 700 young people aged 15-18 from the local Boroughs,

³⁰ East Bank Strategic Objectives Benefits Delivery Plan 2020-2023

offering insights into a range of creative, digital and STEAM careers including construction, fashion, broadcasting and engineering. The intention is that this will become a regular element of the East Education programme going forward.

East Bank partners will deliver their own activities alongside this, to inspire local children in advance of their arrival on the Park. For example, Sadler's Wells is working with twelve east London Associate Schools to offer workshops, masterclasses and theatre visits. The BBC has been conducting a series of activities to introduce children to classical music, and has supported schoolchildren to work with industry professionals and artists to design a recording studio through the BBC Design Challenge. UAL's London College of Fashion runs a Schools Innovation Challenge as well as after school Fashion Clubs at Chobham Academy on the Park, and UCL engineering students are providing tutoring in ten local primary and secondary schools.

Sustained delivery of East Education activity will ensure that future economic growth in and around Queen Elizabeth Olympic Park is fuelled by local young people. It will see more young people from east London thriving in high growth sectors, and playing leading roles in the capital's creative sector in particular.

East Works is designed to support local people to access the wide range of employment opportunities in and around Queen Elizabeth Olympic Park. With the close involvement of the Growth Boroughs, the programme facilitates the delivery of a range of interventions from industry-led careers advice and specialist skills training, to targeted business support for freelancers and start-ups.

In recognition of the significant opportunities being created in the creative, cultural and technology sectors, LLDC will continue to work with East Bank, Here East and International Quarter London to deliver innovative, demand-led programmes which respond to challenging sectoral issues and current and emerging skills gaps (see box).

- **The Creative Opportunities Programme** is co-designed by East Bank partners to improve access to jobs in the creative industry
- **Flipside** is an immersive product design programme co-designed and delivered by a design studios to connect digital agencies with diverse talent
- **The Shared Training and Employment Programme (STEP)** is a 12-month, London Living Wage paid internship developed in partnership with Bow Arts, Sadler's Wells and UAL's London College of Fashion. It seeks to challenge employment practices in the creative industry which can act as a barrier to young people without the 'right' connections, know-how or financial backing
- **Here East Insight Days** offer practical workshops and networking events to enable young entrepreneurs to gain career insight and experience

- **Loughborough University's Inspiring Success Programme** has enabled over 100 young people from the Growth Boroughs to enter into graduate-level jobs since it was launched in 2015
- **Reset 2020** was established in August 2020 by Here East-based Studio Wayne MacGregor, to support professional freelance dancers through the effects of the Covid-19 pandemic

Good Growth Hub: Going forward LLDC will work with the Boroughs to expand the East Works programme to respond to unprecedented levels of employment growth in the area, through the establishment of the Good Growth Hub. Due to launch in 2021, this will provide a physical location on the Park, at the interim workspace site at Hackney Bridge, where local people can learn about the training and job opportunities that are available and take part in a range of activities to help them to access these.

The Good Growth Hub will bring together the Boroughs and key delivery partners to enable activities to be coordinated, providing a more comprehensive offer to both employers and local people, and generating economies of scale. It will also help to raise the profile of the East Works brand, with a view to encouraging higher participation, and potentially also leveraging sponsorship and additional programme funding in future.

Services offered by the Good Growth Hub will include technical skills training, talent matching and coaching, pre-employment bootcamps, bespoke careers advice and guidance, as well as support for access to further or higher education where appropriate. The involvement of the Fuse project, led by The Plug (a local youth innovation agency) and involving Hackney Quest, UCL and local young designers, will enable the needs of young people to be a fundamental part of the Hub's design, delivery and management. This will ensure that the opportunities on offer are genuinely accessible, appealing and achievable, and match the diversity of the local youth population.

The ambition is to reach in the region of 2700 local people with careers information, advice and guidance over the first five years of the Good Growth Hub's operation. A comprehensive set of performance indicators will focus, among other things, on access to jobs paying a minimum of the London Living Wage; access to further or higher education; and businesses receiving support to adopt inclusive working practices.

An operator for the Hub was appointed in late 2020 for an 8-year period. The design and fit out of the Hackney Bridge location is due to be complete by mid-2021, with delivery of programmes commencing shortly thereafter. Decision will be made about the long term future of the Good Growth Hub will be made as part of Transition planning.

Opportunity: Measuring success

Outcome / output	Measures / milestones ³¹
A local and diverse Queen Elizabeth Olympic Park workforce	
Representation of local people and priority groups maintained across the Queen Elizabeth Olympic Park construction and end use workforce, and increased where possible	<ul style="list-style-type: none"> ➤ Employment targets for local and priority groups secured by all contractors as part of the procurement process, and reviewed as part of the retendering process for key operational contracts in 2023 ➤ Minimum proportion of workforce <ul style="list-style-type: none"> ○ From four Growth boroughs: 30% of lifetime construction workforce; 60% of end use workforce (including at London Stadium) and operational and estate and facilities management ○ From priority groups: targets defined by sector and group ○ Apprentices: 5% ➤ Training and skills programmes delivered for priority groups in conjunction with Park employers through the QEOP Training Association ➤ Construction Training Centre launched in partnership with TfL in 2021, and delivering: <ul style="list-style-type: none"> ○ 50 apprenticeships each year ○ 500 people trained in demand-led construction skills each year ➤ GLA Responsible Procurement Policy delivered in relation to all procurement processes and contractual arrangements on the Park ➤ All Tier 1 contractors and subcontractors paying London Living Wage, and apprentices receiving at least the national minimum wage

³¹ All reputation measures are taken from the Queen Elizabeth Olympic Park visitor survey, an onsite and online survey which questions approximately 6000 visitors and non-visitors to the Park three times each year

Realising the benefits of East Bank	
<p>Evidence-based progress against delivery of the following East Bank Strategic Outcomes, led by the East Bank Partners:</p> <ul style="list-style-type: none"> ➤ The education and skills attainment levels of local people have been enhanced ➤ Sustainable jobs have been created and local people have been supported to access jobs elsewhere ➤ Local aspirations have been raised and perceptions of east London have been improved ➤ Access to sporting, cultural and civic opportunities have been created for locals, nationals and international visitors 	<p>A full list of the measures used to monitor the impact of East Bank Strategic Objectives can be found in the East Bank Benefits Delivery Plan, and Impact and Evaluation Strategy. Some of the key measures include:</p> <ul style="list-style-type: none"> ➤ Number of schools accessing East Bank resources and engaging repeatedly with East Bank resources, or increasing their engagement ➤ Increasing % of schools in the Growth Boroughs foregrounding creativity in their curricula ➤ Increased % of local young people considering or pursuing creative careers ➤ Number and diversity of local people employed by East Bank partners (25-28% of jobs), and % of these earning the London Living Wage or better ➤ Number and diversity of local people employed in the creative, digital and tech industries in the Growth Boroughs, and % of these earning the London Living Wage or better
Supporting a diverse local talent pipeline	
<p>Increased employment opportunities in and around Queen Elizabeth Olympic Park</p>	<ul style="list-style-type: none"> ➤ A total of 40,000 jobs located at Queen Elizabeth Olympic Park by 2025, including: <ul style="list-style-type: none"> ○ 25,000 at IQL ○ 5300 at Here East ○ 2500+ at East Bank, plus 1100 indirect jobs ○ 2000 in construction ○ 4000 in neighbourhoods ➤ 40,000 new jobs created at Queen Elizabeth Olympic Park by 2036 ➤ Employment space protected, and net gain of flexible and accessible employment floorspace as part of mixed-use development, across the MDC area ➤ <i>A minimum of 90% from Growth Boroughs agreeing with the statement: “The Park is creating job opportunities for the local community”</i>

Facilitating access to jobs and skills opportunities

- Ongoing delivery of East Education programme, including annual East Summer School and associated activities, with post-2025 operation determined as part of the Transition process
- East Works programme expanded and delivered through the Good Growth Hub from 2021 onwards, with post-2025 operation determined as part of the Transition process
- Delivery against Good Growth Hub key performance indicators, which for the first five years of operation include:
 - No. of local residents receiving careers information, advice and guidance: 2764
 - No. of jobs secured paying LLW as a minimum: 465
 - No. of people securing paid freelance work: 150
 - No. of people accessing further education or higher education courses: 350
 - No. of businesses receiving support to adopt inclusive working practices: 864

SUPPORTING DELIVERY

Delivery of this strategy will be supported by the following strategic enablers:

Increased financial sustainability for Queen Elizabeth Olympic Park

LLDC is currently heavily reliant on funding from the GLA to support delivery of its objectives. While it is envisaged that some form of ongoing public subsidy will be necessary to support the operation and oversight of the Park into the future, the likelihood is that this will be much reduced from current levels. Between now and 2025 LLDC will seek to drive down costs and maximise the commercial value of the Park and its assets, in order to reduce post-Transition financial liabilities as much as possible while maintaining delivery of social value and community benefits.

The review and re-procurement of core operational contracts in 2023 will offer the scope to realise greater efficiencies, as well as to explore the potential to align the operation of the London Stadium much more closely with that of other Park venues. A future operational contract strategy, which will seek to balance commercial objectives with the ongoing delivery of LLDC's priority themes, will be agreed by the end of 2021. Improvements to the financial position of the Stadium will be delivered through implementation of a five-year improvement plan.

Queen Elizabeth Olympic Park represents a unique and compelling offer to both consumers and businesses, which LLDC will seek to better showcase going forward to increase the scope for revenue generation. With respect to consumers, this will involve putting structure and systems in place to better understand current and potential audiences and their requirements; developing the right mix of day and night time facilities, attractions and events; and promoting these through targeted marketing. In relation to business, it will be about developing a robust proposition for potential commercial partners, and being able to demonstrate the mutual benefits of public and private sector partnerships to support ongoing regeneration objectives for the area.

Taken together, these activities are anticipated to reduce the burden to the taxpayer of at least £17m over the course of this strategy period, with scope for further reductions dependent upon the success of commercial partnership arrangements in particular.

Groundwork laid for post-Transition operation and oversight of Queen Elizabeth Olympic Park

The significant work required to prepare for Transition in 2025 will be coordinated through the LLDC Transition Programme. This will include collaboration with the Boroughs to ensure a smooth handover of town planning powers by 31 December 2024; further work to determine the delivery approach for ongoing development responsibilities; and agreeing the remit, structure and governance of LLDC successor arrangements to maintain the Park's integrity and quality as a Great Estate into the future.

A strategic approach to the post-Transition operation and oversight of Queen Elizabeth Olympic Park will be agreed by 2022, informed by sustained engagement with a wide range of partners as well as detailed technical and legal advice. LLDC will work closely with the Growth Boroughs throughout this process, including through the senior officer Borough Transition Group and the newly reconstituted Growth Borough Partnership³² on which all Mayors and Leaders are represented.

A number of internal workstreams will require increasing attention and resource as LLDC moves closer towards Transition. Managing the significant workforce implications will be a particular focus. This will include facilitating the retention of key roles; equipping colleagues to pursue their careers outside of LLDC at the right time; and overseeing a programme of internal engagement so that everyone remains informed and involved throughout the process. Other activities will include financial planning, both to scope the costs of Transition and to forecast income and revenue expenditure in relation to successor arrangements; and IT and information management, including overseeing relevant transfers of data.

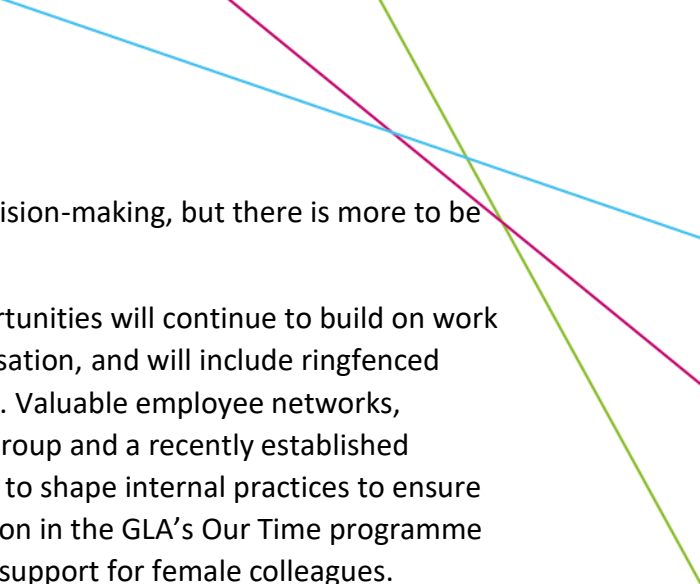
A people centred approach

LLDC will continue to deliver all objectives in line with the core values outlined in the LLDC People Strategy: Ambition, Responsibility, Excellence, and Collaboration. The People Strategy is in the process of being refreshed to ensure that colleagues across LLDC are supported to work collaboratively and inclusively to deliver the vision, mission and objectives outlined in this document. The People Strategy will foster a strong organisational focus on learning and development to prepare the LLDC workforce for whatever the future holds, both pre- and post-Transition.

A key pillar of the People Strategy is a focus on Inclusive Culture. This is both internal and external in nature, recognising that the inputs of LLDC colleagues, partners, networks and communities are all equally critical to the ongoing success of the London 2012 legacy. Within LLDC it is about supporting employees to be themselves and to bring their own diverse perspectives to the shaping and delivery of organisational objectives.

The LLDC Inclusion and Diversity Strategy, agreed in 2019, sets out LLDC's approach to advancing an internal culture that genuinely values difference, and in which inclusion and diversity practices are seamlessly integrated at every step. It has been identified that recruitment and talent attraction require attention to ensure that the profile of the LLDC workforce is as balanced as it can be, and this will be a focus going forward. Another area for improvement is the representation of Black, Asian and Minority Ethnic colleagues at senior levels within the organisation. Steps have already been taken to diversify the Executive Management Team and management groups, creating opportunity for

³² The Growth Borough Partnership was initially set up as a joint committee of the (then) six London 2012 Host Boroughs, to enable collaboration in relation to delivery of legacy commitments and the convergence agenda. It was reconstituted in late 2020 to act as the formal governance body overseeing the input of the four Boroughs neighbouring Queen Elizabeth Olympic Park (Newham, Hackney, Tower Hamlets and Waltham Forest) to the Transition process.



constructive challenge and diversity of thought in decision-making, but there is more to be done in this area.

A broad range of development and progression opportunities will continue to build on work already underway to support talent within the organisation, and will include ringfenced places for Black, Asian and Minority Ethnic colleagues. Valuable employee networks, including a Black, Asian and Minority Ethnic Lean-In Group and a recently established LGBTQ+ drop-in group, support connections and help to shape internal practices to ensure they are as inclusive as they can be. LLDC's participation in the GLA's Our Time programme continues to encourage leadership development and support for female colleagues.

Another key pillar of the People Strategy is Authentic Leadership. This is about ensuring that core values and priority themes are lived in practice across all levels of the organisation, and that decisions are made with integrity, transparency and openness. LLDC will endeavour to implement lessons learned from the Covid-19 pandemic, combined with a consideration of emerging trends for the future of work, to shape new ways of working and to harness the opportunities that these create. Particular focus will be given to championing flexible and agile working to support health and wellbeing, and to enable staff to give the best of themselves and deliver to their full potential.

LLDC has a strong foundation on which to build. The approaches outlined in this strategy will seek to safeguard, and enhance, its reputation as an inspiring place to work and develop: an organisation which is able to reflect the communities it serves and promote positivity and inclusion, and one which, through its internal practices, supports the wider ambition for Queen Elizabeth Olympic Park to be a genuine place of opportunity.

Supporting delivery: Measuring success

Outcome / output	Measures / milestones
<p>Increased financial sustainability for Queen Elizabeth Olympic Park</p>	<ul style="list-style-type: none"> ➤ Park and Venue future operational contract strategy agreed by the end of 2021; core operational contracts retendered by 2023 ➤ Strategic approach to sponsorship, marketing and management of Park assets agreed, and implementation underway, by the end of 2021 ➤ Ongoing implementation of five-year financial improvement plan for the London Stadium ➤ Reduced burden to the taxpayer of £17m over five years, delivered in a way which safeguards LLDC's priority themes ➤ Unqualified accounts for LLDC, E20 LLP and LS185
<p>Groundwork laid for post-Transition operation and oversight of Queen Elizabeth Olympic Park</p>	<ul style="list-style-type: none"> ➤ Town Planning powers handed back to relevant Boroughs by 31 December 2024. Preparations for this will include: <ul style="list-style-type: none"> ○ The appointment of new independent members of the Planning Decisions Committee, with input from the Growth Boroughs, by July 2021 ○ A joint agreement between LLDC and the Growth Boroughs on an area-based planning approach in place by the end of 2021 ○ Increased Borough representation on the Community Infrastructure Levy (CIL) Project Proposals Group from Autumn 2021 onwards ○ Additional LLDC/Borough working groups to facilitate joint working, including in relation to major applications and data transfer, in operation from Summer 2021 onwards ➤ Post-Transition delivery approach for ongoing development responsibilities agreed by 2022 ➤ LLDC successor arrangements, incorporating revised governance arrangements for Queen Elizabeth Olympic Park, operational by the end of 2024. Preparations for this will include:

	<ul style="list-style-type: none"> ○ Procurement of initial technical and legal advice on structural options by May 2021 ○ Detailed discussions with LLDC Board, the GLA and key Park partners, throughout 2021 ○ Strategic approach to successor arrangements agreed by 2022 <ul style="list-style-type: none"> ➤ Long term strategy for Queen Elizabeth Olympic Park Inclusive Innovation District agreed by 2022, and aligned with LLDC successor arrangements as appropriate ➤ Ongoing delivery of internal enabling workstreams, including workforce planning and associated HR activities ➤ Robust operational regimes in place to safeguard the integrity and quality of Queen Elizabeth Olympic Park as a Great Estate into the future
A people centred approach	<ul style="list-style-type: none"> ➤ Refreshed LLDC People Strategy agreed, and implementation underway, by the end of 2021 ➤ Implementation of LLDC Inclusion and Diversity Strategy, advancing an internal culture that genuinely values difference. Key performance indicators include: <ul style="list-style-type: none"> ○ Achieving ‘exemplary’ on the Mayor’s D&I Standard ○ Maintaining a broadly equal gender distribution at all levels in the organisation ○ Increased representation of Black, Asian and Minority Ethnic colleagues at senior levels ○ Year-on-year improvements on gender and ethnicity pay gaps

MONITORING AND EVALUATION

Monitoring delivery

LLDC will ensure full transparency in its delivery of this strategy and the outcomes and outputs contained within it. Monitoring delivery will be co-ordinated by LLDC's Programme Management Office (PMO). The headline measures included in the 'Measuring Success' sections will be broken down into more detailed corporate milestones and annual targets, with progress against these reported to the LLDC Board at each meeting via a corporate dashboard. A set of high level milestones will be regularly reviewed by the LLDC Executive Management Team to ensure delivery of strategic outcomes remains on track, and a report presented to the LLDC Board twice a year.

LLDC will publish a quarterly Corporate Performance Report setting out progress against key milestones and KPIs, and including other relevant information relating to risk and financial management. At the end of each financial year, an expanded Corporate Performance Report will update on progress against the specific measures included in this strategy.

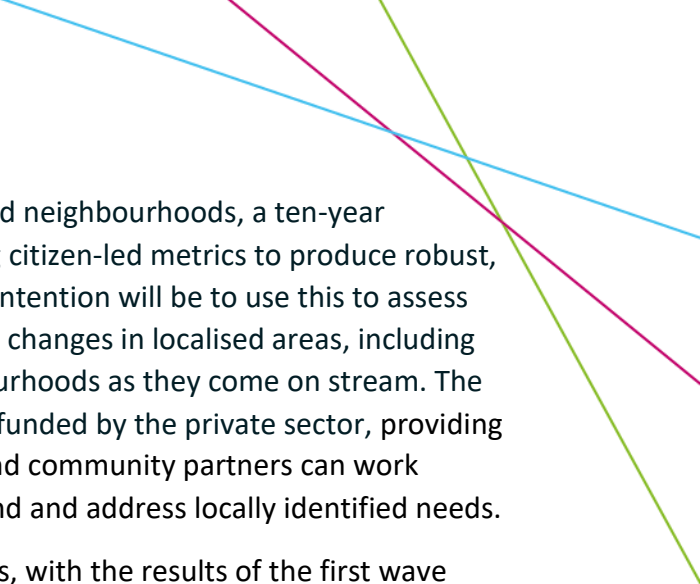
Delivery of specific elements of this strategy will be overseen by relevant parts of the LLDC governance structure. Detailed updates on LLDC's regeneration activities will be considered by the Regeneration and Communities Committee. Implementation of the LLDC People Strategy and Inclusion and Diversity Strategy will be monitored by the Chair's Committee; finance and governance information as well as corporate risks will be considered by the Audit Committee; and health and safety issues by the Health, Safety and Security Committee.

The East Bank programme will continue to be overseen by the East Bank Board and Programme Board, on which all East bank partners and funders are represented. A clear set of outcomes, outputs and measures are included as part of the East Bank Strategic Objectives Delivery Plan, which will form part of a comprehensive Impact Monitoring and Evaluation Strategy from 2021 onwards.

Understanding and communicating impact

LLDC will seek to understand and promote the broader impact of its regeneration activities and the socio-economic legacy of the London 2012 Games. As a regeneration agency – and particularly as the first Mayoral Development Corporation - LLDC has a role to play in leading the public narrative about the benefits of investment in regeneration, and providing a tangible example of how this can be delivered in practice and the impact it can have. LLDC will continue to share learning from the transformation of Queen Elizabeth Olympic Park to guide future approaches in this area.

As part of the East Bank Strategic Objectives work, and also linked to the Queen Elizabeth Olympic Park Inclusive Innovation District, LLDC is working closely with the UCL Institute for Global Prosperity to explore new ways of thinking about and measuring prosperity, based on extensive research about what this means for people living and working in east London.



Building on pilot studies already conducted in targeted neighbourhoods, a ten-year longitudinal study will be conducted from 2021, using citizen-led metrics to produce robust, actionable, and local evidence about prosperity. The intention will be to use this to assess the long term effects of social, economic and physical changes in localised areas, including all of the new Queen Elizabeth Olympic Park neighbourhoods as they come on stream. The study is supported by the local Boroughs, and match-funded by the private sector, providing a good case study of how public, private, academic and community partners can work collectively to share knowledge, in order to understand and address locally identified needs.

This research will be delivered in three research cycles, with the results of the first wave available in early 2022, and the second in 2025. High level outputs from these studies will be shared, including as part of the LLDC Corporate Reporting process, in order to help track the benefits of the investments made by LLDC and its partners. Arrangements for post-Transition oversight of this work will be determined as part of the Transition programme.

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