Ten Year Plan

Updated post Board for Mayoral approval
Approved by the Mayor of London on 11 July 2014
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1. What is this document

This is the London Legacy Development Corporation's Ten Year Plan. It sets out what we aim to do in and around Queen Elizabeth Olympic Park over the next ten years, and how we plan to achieve these aims.

London Legacy Development Corporation was set up by the Mayor of London to manage Queen Elizabeth Olympic Park and its venues, and to deliver regeneration for east London. In April 2012, we took over ownership of the Park and venues, and in October 2012, we became the local planning authority for our area. This includes both the Park itself and neighbouring districts like Hackney Wick, Fish Island, Bromley-by-Bow, Sugar House Lane, Carpenters and Stratford City. The Mayor of London is our chairman, and our board and committees meet in public.

In the eighteen months since the London 2012 Olympic and Paralympic Games, we have already laid the foundations for legacy:

- An extensive transformation programme has been delivered to clear Games-time overlay, connect the Park to surrounding neighbourhoods and complete legacy conversion of venues.
- The Park and venues (Lee Valley Velodrome, Aquatics Centre, Copper Box, Timber Lodge and South Park Hub, and ArcelorMittal Orbit) have been re-opened, with a spectacular events programme held in the north of the Park in summer 2013.
- The future of the Stadium has been confirmed, with West Ham United and UK Athletics as anchor tenants.
- Operating arrangements have been put in place for all other legacy venues.
- Here East (formerly iCITY) have been appointed to lead the redevelopment of the press and broadcast centre as a campus for business, technology, media, education and data, with BT Sport already in place and broadcasting.
- Outline planning permission has been granted for nearly 7,000 homes, with developers appointed and detailed permission in place for the first 800 homes at Chobham Manor.
- Plans for ‘Olympicopolis’ – a new educational and cultural district – have been launched with University College London and the Victoria and Albert Museum, and supported by the government.
- High proportions of local people and apprentices have found work on Park transformation and venue operations.

This plan will set the framework for the Legacy Corporation’s three year plan and annual budget, which are updated and presented to the Board annually. The ten-year plan will itself be updated at least every three years.

1.1 Strategic Context

“The 2012 Olympic and Paralympic Games, their infrastructure and investment have created the most important strategic regeneration opportunities in London for the next 25 years.”
(Mayor of London, London Plan, 2011)

The Legacy Corporation was set up to deliver on the regenerative promise of the London 2012 Games. Our boundary not only includes Queen Elizabeth Olympic Park, but also...
adjacent existing communities in the London boroughs of Hackney, Newham, Tower Hamlets, and Waltham Forest, who are represented on our Board.

These boroughs, together with the Mayor, have adopted the principle of ‘convergence’ – the shared ambition that “within 25 years the residents of the Boroughs that hosted the Olympic and Paralympic Games will have the same social and economic chances as their neighbours across London”. Local employment initiatives, regeneration programmes, community engagement programmes and the location of social infrastructure are all designed to foster integration, and to support convergence.

The development of Queen Elizabeth Olympic Park and the regeneration of the wider east London area is also a key objective of the Mayor’s Economic Development Strategy for London, published in 2010. Objective 5 of this strategy is: to attract the investment in infrastructure and regeneration which London needs, to maximise the benefits from this investment and in particular from the opportunity created by the 2012 Olympic and Paralympic Games and their legacy.

1.2 Partners and stakeholders

We depend on a wide variety of partners and stakeholders to achieve its aims. These include:

- The Mayor of London, the Greater London Authority and Transport for London.
- The six east London growth boroughs, of which four partake in the Park.
- Local communities – the people who live and work in the diverse neighbourhoods around the Park.
- Statutory agencies such as Lee Valley Regional Park Authority, the Canal and River Trust, and Network Rail.
- Delivery partners such as West Ham United Football Club, Taylor Wimpey, Here East, Greenwich Leisure Limited, Cofely GDF Suez, and the Camden Society.
- Local developers, investors and landowners, such as London and Continental Railways (LCR), Qatari Diar Delancey, Lendlease, Westfield, and Inter IKEA.
- Stakeholder organisations, which range from elected bodies with a formal scrutiny role (eg Parliament and the London Assembly), to organisations representing communities of interest or identity (from business associations, to local community organisations, to environmental pressure groups).
- Sporting bodies such as Sport England, the British Olympic and Paralympic associations, and the national governing bodies for individual sports.
2. Our vision – what we want to achieve

2.1 Mission

London Legacy Development Corporation’s mission is to use the once-in-a-lifetime opportunity of the London 2012 Games and the creation of Queen Elizabeth Olympic Park to develop a dynamic new heart for east London, creating opportunities for local people and driving innovation and growth in London and the UK.

2.2 Purpose

The Legacy Corporation’s purpose is to focus on three areas:

- **PARK**: a successful and accessible Park with world-class sporting venues offering leisure space for local people, arenas for thrilling sport, enticing visitor entertainment, and a busy programme of sporting, cultural and community events to attract visitors.

- **PLACE**: a new heart for east London, securing investment from across London and beyond, attracting and nurturing talent to create, design and make world-beating 21st Century goods and services, and becoming a place where local residents and new arrivals choose to live, work and enjoy themselves, and businesses choose to locate and invest.

- **PEOPLE**: opportunities and transformational change for local people, opening up access to education and jobs, connecting communities and promoting convergence - bridging the gap between east London and the rest of the capital.

2.3 Priority themes

Our vision is supported by priority themes that run through all of the Legacy Corporation’s programmes:

- promoting convergence, employment and community participation
- championing equalities and inclusion
- ensuring high quality design
- ensuring environmental sustainability
Ten years on – Queen Elizabeth Olympic Park in 2022

Ten years after the London 2012 Games, Queen Elizabeth Olympic Park has become the centre of an extraordinary transformation.

The Park itself, with the venues inherited from London 2012, is recognised as one of London’s unmissable attractions for visitors, as a centre for sporting and cultural excellence, and as an oasis of green spaces and waterways. Crowds have returned year after year to international and national sporting events (from football, to rugby, to athletics, to wheelchair tennis), for concerts, and simply to visit and enjoy one of London’s most exciting places.

Around the Park, new urban districts have emerged, linking the old and new, and making the most of east London’s growing reputation as London’s creative heart. New universities, museums, workshops and laboratories are designing and making everything from computer code, to bespoke furniture, to new vaccines. This new growth pole for London has opened up thousands of new jobs, both directly and through spin-off employment. Thousands of new homes have been built too, making Queen Elizabeth Olympic Park a genuinely mixed place, where families come to live, where designers and students work together to create, and where people from across the world come together to celebrate sporting achievement, performance and the spirit of 2012.

The transformation of Queen Elizabeth Olympic Park has also improved the lives of local people. Local families fill the Park every day, and visit the venues to enjoy the affordable leisure opportunities they offer. Thousands of local people have also found jobs on or around the Park, study in the new universities, or work in businesses boosted by the growth of the local economy. The Park may regularly feature in sporting and cultural news bulletins across the world, but it also feels like the heart of east London.
Map: the London Legacy Development Corporation area
### 3. Objectives – what we will do in 10 years

The table below sets out what we will achieve by March 2023 (or by previous dates where stated):

<table>
<thead>
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<tbody>
<tr>
<td></td>
<td>2. Successfully operate Park and venues, with a reputation for exciting events at all scales, and nine million visits to the Park and venues every year.</td>
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<td></td>
<td>3. Achieve and maintain Green Flag status for the Park.</td>
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<td></td>
<td>4. Attract and host 15 major sporting events/championships by 2017/18.</td>
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<td></td>
<td>5. Achieve zero events waste to landfill.</td>
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<td>PLACE</td>
<td>6. Deliver the first 2,500 homes on the Park</td>
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<td>7. Build two high quality new schools.</td>
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<td>8. Achieve zero carbon homes.</td>
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<td></td>
<td>9. Create 13,000 jobs through developments on Queen Elizabeth Olympic Park, including through delivery of Here East and the first phase of Olympicopolis.</td>
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<td></td>
<td>10. Enable and support the successful development of the whole LLDC area, by setting and implementing effective planning policy, delivering new connections, supporting thriving town centres, and contributing to the delivery of jobs and homes.</td>
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<tr>
<td>PEOPLE</td>
<td>11. Ensure that local people benefit from and contribute to the success of Queen Elizabeth Olympic Park, including through economic opportunity, community engagement, sports participation and cultural participation.</td>
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<td></td>
<td>12. Ensure a successful Paralympic legacy through promoting participation in inclusive sport, delivering inclusive design on the Park and holding the annual National Paralympic Day event.</td>
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<td>13. Operate on a stable financial footing, without additional public subsidy.</td>
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4. Strategy – how will we get there

The Legacy Corporation has a range of assets and tools at its disposal, principal among them its ownership of Queen Elizabeth Olympic Park, venues and development land, and its statutory role as the planning authority and regeneration agency for the Park and surrounding area. But the vision will not be delivered by one agency acting alone.

Acting as a catalyst and partner, we will lead regeneration in and around Queen Elizabeth Olympic Park by:

1. **Transforming and managing a world class Park and venues** – having appointed operators for Queen Elizabeth Olympic Park and its venues, we are completing transformation works, and will work closely with operators to ensure that Park and venues are carefully managed and maintained, to ensure a reputation for quality and safety, and to maximise visitor numbers and spending for local businesses.

2. **Hosting world class cultural and sporting events** – we will intensively programme the Park and venues, with major sporting and cultural events preserving and enhancing the spirit of 2012, and a wider programme of events at all scales ensuring repeat visits from local people and the wider audience.

3. **Making vibrant new places** – new homes, workplaces and community facilities will be built and managed in partnership with developers and investors, with the mix of uses and tenures, high quality design and excellent environmental standards that will create places that work.

4. **Creating a focus for investment and growth** – emulating the legacy left in South Kensington by the Great Exhibition, we will promote the Mayor’s vision for Olympicopolis, comprising cultural facilities, education and research institutions and workspaces, to stimulate job creation and economic growth across east London.

5. **Planning for regeneration** – the Local Plan will provide the framework for promoting regeneration across the Legacy Corporation area, and we will work with partners to deliver infrastructure and other projects at Hackney Wick, Bromley-by-Bow, Stratford Station and Leaway.

6. **Connecting people to opportunity** – running programmes that help local people to access jobs and economic opportunities, support community sports projects, and promote convergence for communities.

7. **Ensuring long-term success** – making sure delivery and management arrangements are robust for the long term, so that Queen Elizabeth Olympic Park remains at the heart of a London success story long after we have left the scene.

To deliver this programme, the Legacy Corporation is committed to working as one organisation, exhibiting the following values in its internal culture and in its work with partners:
• **Ambition**: we are dynamic, and open to new opportunities that are consistent with our underlying mission.

• **Responsibility**: we are accountable and transparent – taking ownership of our commitments, and delivering them effectively.

• **Excellence**: we are focused on delivery and achieve high professional standards in all we do.

• **Collaboration**: we form partnerships with other organisations based on trust and respect.
5. PARK: A successful and accessible Park and world-class sporting venues

5.1 Overview

Following the London 2012 Olympic and Paralympic Games, the Legacy Corporation took responsibility for the Olympic Park, the Aquatics Centre, the Stadium, the Copper Box Arena, the Press and Broadcast Centre and the ArcelorMittal Orbit. Together with the Velopark and Hockey and Tennis Centre (which are owned and operated by Lee Valley Regional Park Authority), these exciting venues make up Queen Elizabeth Olympic Park, offering an unrivalled destination for sport and leisure, with everything from cycle paths and children’s play areas to state of the art competition venues for swimming and athletics.

With the Park and venues re-opening, the Legacy Corporation is developing Queen Elizabeth Olympic Park’s offer as London’s premier centre for major sporting and cultural events, like the Anniversary Games and summer concert series that saw 700,000 visitors return to Stratford in July and August 2013. These events – from world sports championships, to community and cultural programmes – will bring the world back to Stratford and bring communities back to the Park.

Alongside the events programme, the Park will continue to act as an oasis for local people, in the dynamic landscape of the South Park Plaza, and in the softer river valleys and play space of the north of the Park. These will be places for local leisure – for playing sport (with venue prices pegged to those charged by local sports centres), for enjoying picnics, for walking or for watching the changing seasons in tranquillity. Smaller scale events will generate activity throughout the year, and short-term leases for sites that will be developed in future – from community enterprises to more commercial offerings – will ensure that there is always activity across the Park, and that visitors always have a reason to return.

Under the Mayor of London’s new Smart London Plan, Queen Elizabeth Olympic Park will also become one of the world’s leading digital environments, providing a unique opportunity to showcase how digital technology enhances urban living. The aim is to use the Park as a testing ground for the use of new digital technology in transport systems and energy services.

5.2 Projects and plans

The Park and venues have been opened in phases, following the completion of the post-Games transformation programme. In the eighteen months following the 2012 Games, we cleared Games-time infrastructure, completed legacy conversion, and re-connected the Park to its surrounding neighbourhoods. The Copper Box Arena and the north area of the Park, including the Timber Lodge café and community centre opened in July 2013, and the Aquatics Centre opened on 1 March 2014. The Lee Valley VeloPark, Lee Valley Hockey and Tennis Centre, ArcelorMittal Orbit and remodelled south of the Park all open in April and May 2014, and the Stadium will re-open permanently in summer 2016 (with some temporary re-opening for major events such as the Rugby World Cup matches in 2015). The Canal Park – a linear park on the western side of Queen Elizabeth Olympic Park along the Lee Navigation Canal will be the final piece in creating world class parklands on Queen Elizabeth Olympic Park, and work will be completed by early 2015.
We have also put in place robust operational management arrangements for the Park and venues, and these are being implemented through the re-opening programme:
- The Park and ArcelorMittal Orbit are managed by Cofely GDF Suez.
- The Aquatics Centre and Copper Box Arena are operated by Greenwich Leisure Limited, a social enterprise.
- The Timber Lodge Café is operated by Unity Kitchen, a social enterprise established by the Camden Society.
- Lee Valley Regional Park Authority owns and operates the VeloPark and the Hockey and Tennis Centre.
- Here East, a joint venture between Delancey, a specialist real estate investment and advisory company, and Infinity SDC, the UK’s leading data centre operator, is converting and will manage the Press and Broadcast Centres.

Following the award of concessions for use of the Stadium, to West Ham United Football Club and UK Athletics, conversion works are underway. E20, a joint venture established by the Legacy Corporation and London Borough of Newham, will run the Stadium under a long lease, and procurement is underway for an operator and events promoter for the Stadium and surrounding parkland. The Stadium will open temporarily for the Rugby World Cup in 2015 and will re-open fully in 2016.

To ensure the Park and venues can attract at least nine million visits per year from 2016/17, a major events programme is planned. Some events will be focused on boosting Park usage, and creating a draw for local and national visitors. In addition to annual events like National Paralympic Day and Ride London, these include school events, charity events like Sport Relief, concerts and film screenings, funfairs and fun runs.

Major sporting events confirmed for coming years include the Rugby World Cup 2015, and IAAF and IPC world championships in 2017, along with a series of major events already confirmed for 2014-16 including the Tour de France Grand Depart, FINA Diving Championships, European Badminton Grand Prix, EuroHockey Nations, UCI Track Cycling and European Swimming Championships. At the same time, the Park will remain accessible to local people: the cost of accessing leisure facilities in the Copper Box Arena and Aquatics Centre has been pegged to the cost of using other local facilities.

To ensure that the Park is managed to recognised standards, we will seek a Green Flag Award, which is based on an annual assessment of performance against a range of criteria, including safety, cleanliness, sustainability, community involvement and conservation. By 2020, we will also seek to achieve zero waste to landfill from events, reflecting our priority theme to focus on environmental sustainability.
### Milestones and measures - Park

**10 Year Objective**

<table>
<thead>
<tr>
<th>Year</th>
<th>Objective</th>
<th>Milestones and Measures</th>
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<tbody>
<tr>
<td>13/14</td>
<td>Complete transformation, reopen Park &amp; venues</td>
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<tr>
<td>14/15</td>
<td>Canal Park open</td>
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<tr>
<td>15/16</td>
<td>Operational Park, venues and waterways</td>
<td>Operational Park, venues and waterways</td>
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<tr>
<td>16/17</td>
<td>Appoint Park &amp; Stadium events operator; Stadium construction</td>
<td>Operational Stadium including football, athletics and summer events</td>
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<tr>
<td>17/18</td>
<td>Meet annual target of 1.5m visits to Park</td>
<td>Meet annual target of 1.5m visits to Park</td>
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<td>18/19</td>
<td>Meet annual target of 3.5m visits to Park</td>
<td>Meet annual target of 3.5m visits to Park</td>
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<td>19/20</td>
<td>Meet annual target of 6.5m visits to Park</td>
<td>Meet annual target of 6.5m visits to Park</td>
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<tr>
<td>20/21</td>
<td>Meet annual target of 9m visits to Park</td>
<td>Meet annual target of 9m visits to Park</td>
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<td>21/22</td>
<td>Operational Stadium including football, athletics and summer events</td>
<td>Operational Stadium including football, athletics and summer events</td>
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<tr>
<td>22/23</td>
<td>Operational Park, venues and waterways</td>
<td>Operational Park, venues and waterways</td>
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</tbody>
</table>

**Objectives**

1. **Park and venues**
   - Complete transformation, reopen Park & venues
   - Canal Park open
   - Operational Park, venues and waterways

2. **Visits to the Park**
   - Appoint Park & Stadium events operator; Stadium construction
   - Meet annual target of 1.5m visits to Park
   - Meet annual target of 3.5m visits to Park
   - Meet annual target of 6.5m visits to Park
   - Meet annual target of 9m visits to Park

3. **Major sports events**
   - Revolution track cycling
   - Tour de France stage
   - European Badminton Grand Prix (and in future years)
   - FINA diving championships
   - 5 Rugby World Cup matches
   - Athletics meets in the stadium
   - IPC World Championships
   - European Swimming championships
   - IAAF World Championships
   - Future major sporting events TBC

4. **Zero events waste to landfill**
   - Achieve and maintain zero event waste to landfill for events

5. **Green flag status for the Park**
   - Achieve and maintain Green flag status for the Park
   - Operational Park, venues and waterways

**Summer events series on the Park**

- Meet annual target of 1.5m visits to Park
- Meet annual target of 3.5m visits to Park
- Meet annual target of 6.5m visits to Park
- Meet annual target of 9m visits to Park

**Annual community, cultural and sporting events programme**

- FINA diving championships
- Revolution track cycling
- Tour de France stage
- European Badminton Grand Prix (and in future years)
- FINA diving championships
- 5 Rugby World Cup matches
- Athletics meets in the stadium
- IPC World Championships
- European Swimming championships
- IAAF World Championships
- Future major sporting events TBC

**Objecive 5:**
- Green flag status for the Park
- Achieve and maintain Green flag status for the Park
- Operational Park, venues and waterways

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**TEN YEAR PLAN**

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6. PLACE: a new heart for east London

6.1 Overview

In the summer of 2012 the London Games brought the world to east London, showcasing its rich heritage, beauty and vitality, as well as excellent new facilities and transport connections. The eastwards growth of central London, which began some thirty years ago in Docklands now encompasses Stratford – placing Queen Elizabeth Olympic Park at the heart of a new metropolitan district.

The London 2012 Games helped to secure this fundamental shift in perceptions of east London. The area’s young and diverse population had already made it a trailblazer in design and creativity, from fashion to music, to architecture and artisanal food. Hackney Wick and Fish Island have established an epicentre of creativity on the western edge of the Park, to balance the dynamism of Stratford Town Centre and Westfield Stratford City on the east side of the Park.

We want to capitalise on this opportunity, and to raise our ambition for new development around Queen Elizabeth Olympic Park, by building on its existing strengths in design and creativity. Inspired by the vision for the legacy of the Great Exhibition that created Exhibition Road, sometimes known as ‘Albertopolis’, the Mayor of London has worked with the Legacy Corporation on plans to attract and nurture talent to create, design and make 21st century goods and services that will compete with the best in the world, with the potential to provide Londoners with more than 13,000 new jobs by 2023 and more than 20,000 by 2030, including spin-offs in the local economy, with a cumulative economic value of more than £5 billion.

This ‘Olympicopolis’ concept has been developed with Here East (the operators of the new tech hub at the former press and broadcast centres), the Victoria and Albert Museum (V&A) and University College London (UCL), who will be the founding members in establishing this new cultural and educational heart for east London. These new facilities will strengthen the Park’s offer for national and international visitors, but also create a home for skilled artists, designers, teachers, engineers, scientists, architects and craftspeople – and the global companies that need this talent. These people will live and work throughout east London, but the Park will be the fulcrum of growth and a new symbol of London as a global powerhouse of creativity, learning and development.

In addition to these jobs, around 10,000 homes will be built on land at Queen Elizabeth Olympic Park, including East Village, and thousands more in the surrounding area. These new neighbourhoods will form strong links with adjoining districts such as Hackney Wick, Bromley-by-Bow, Leyton and Stratford, and will share the use of new community facilities, including three new schools, new nurseries, community and health centres. There will be a mix of affordable and market housing for sale and rent, with a particular focus on the provision of family homes that are urgently needed in this part of London.

In managing the delivery of new neighbourhoods on the Park, we are working with the GLA and partners across London to ensure we learn the lessons from some of London’s most successful neighbourhoods and new developments. We want to take a long-term approach, partnering with developers and investing in excellent management arrangements, to
maximise social and economic value. In most instances, we will form partnerships to share risk and rewards with developers and maintain our focus on quality, rather than selling off land.

The Legacy Corporation is working closely with local partners to bring forward plans for areas outside Queen Elizabeth Olympic Park, including Hackney Wick, Fish Island, Bromley-by-Bow and Carpenters Estate, to ensure that regeneration in these areas works hand-in-hand with development on the Park, and makes the most of the regeneration potential of the wider area. Town planning is also an important tool of physical and social integration with the areas immediately surrounding the Park. The Legacy Corporation operates a regular planning policy forum with the neighbouring boroughs, using their plans as the basis for decisions whilst it prepares its own, and working to ensure these plans are effectively integrated into their own long-term approach. In addition, the boroughs are consulted on significant planning applications, and five borough members sit on the planning committee.

The Local Plan for the Legacy Corporation area will draw these strands of place making together in an integrated framework for how east London’s new heart will develop, preserving its unique character, and ensuring that new development is of sufficient quality to help realise this vision. The Plan’s policies will be complemented by active intervention to deliver critical infrastructure and redevelopment programmes, connecting and enhancing local centres.

6.2 Projects and plans

The programme for building new homes on the Park is gathering pace. Our first phase, at Chobham Manor to the north of East Village (the former Athletes’ Village) is due to start construction in summer 2014 with the first units occupied from 2016. In parallel to this, the search is underway for development partners for the next phase of housing, which has been accelerated to complete build out by 2023, comprising 1,500 homes at East Wick and Sweetwater neighbourhoods to the west of the Park, where many of the homes will be specifically designed for market rental. More new homes will also be built as part of the Olympicopolis development around Stratford Waterfront.

Future phases of housing will be designed to balance our wish to deliver new neighbourhoods on the Park as quickly as possible with the need to allow new communities, including a good mix of affordable and market housing of different types, to grow gradually and organically. Homes and neighbourhoods will be built to the excellent architectural and urban design standards, drawing on the expertise of our Quality Review Panel, and will all meet zero carbon standards.

We are also accelerating our plans for new schools, to build in the ingredients of success from the start, cement community cohesion and meet local needs. We are working with the London Borough of Hackney and Mossbourne Academy Trust to deliver a new primary school and a nursery in the west of the Park. We are also working with the Education Funding Agency to support the delivery of the Legatum Free School, which will offer two forms of entry at primary level, six forms of entry at secondary, plus 240 places in the 6th form. The school is scheduled to open from 2016 with the primary provision located at Sweetwater and the secondary provision at Stadium Island.
The plans for Olympicopolis will be further developed during 2014 with the V&A, UCL, the Government and other partners, to ensure that these exciting new plans for the Park can be delivered as soon as possible, with construction from 2016, and in a way that accelerates and enhances the tangible civic, economic and social legacy from London 2012.

In the former Press and Broadcast Centre, which already houses BT Sport, Here East will fit out their new tech hub, with confirmed tenants including Infinity SDC, Loughborough University and Wayne McGregor/Random Dance. The buildings will be occupied in phases from 2015, and will be fully occupied by 2020.

As the local planning authority, we are preparing and consulting on a local plan, to set out our vision for the area in 2031, and the detailed land use and building policies that will help to realise that vision. This also forms the basis of the local Community Infrastructure Levy, which will use contributions from local developments to support essential infrastructure projects – from footpaths and cycleways to junction improvements – that are needed locally. We also process planning applications from local householders and developers, with a dedicated planning committee that includes local authority representatives and independent members, as well as members of the Legacy Corporation board.

Alongside the Park, at Hackney Wick, we are delivering improvements to the London Overground station, including new routes to reduce journey times between the station and Here East and the Park, a new and enlarged station concourse, the installation of lifts to the platforms, and the creation of a new north-south pedestrian route under the railway embankment. The first phase of these works will be completed in 2015/16. These form part of the programme, delivered in partnership with the local boroughs, to create vibrant, mixed-use places at Hackney Wick and Fish Island, retaining its character and heritage, and supporting existing residents and businesses, while becoming an exciting and attractive location for newcomers. The first phase of these works will be completed in 2017/18.

The Leaway (formerly known as the ‘Fatwalk’) is a linear park creating a continuous walking and cycling route along the River Lea. This will connect several existing but fragmented parks, building new parks and pedestrian and cycle connections as land becomes available. By spring 2016, the continuous Leaway route will have been completed, including the creation of a generous, permanent riverside public route and major new infrastructure elements such as the ramped connection to the towpath at Twelvetrees and a new ramp linking Canning Town to the river via the A13. Future works will be delivered in partnership with landowners and include a new pedestrian/cycle bridge at Poplar Reach; delivery of a new ‘connector’ at the A13 in Poplar and completion of significant new parks at Mill Meads and Twelvetrees.

Improvements in the Stratford area include the completion of an entrance at Stratford Station to create better connections to the Carpenters Estate and the south of the Park, and bridge improvements and landscaping for the Jupp Road bridge which connects the Carpenters Estate to Stratford Town Centre.

Our strategy for Bromley-by-Bow is still under development, but will include a redeveloped district centre, with improvements to Bromley-by-Bow station and better crossings over the busy A12 highway. The LLDC is working with local partners to develop a series of projects to improve connectivity by dealing with severances caused by the A12 and canals, which today
only have a few crossings with unsafe footbridges – inadequate for connecting existing communities at Roman Road and Bow with the opportunities and facilities within the Park. In the longer term, our aim is for coordinated redevelopment of the area east of the A12. As part of this vision, a clear strategy for the Pudding Mill area is also being developed to ensure the opportunity for high quality, employment-led development can be fully realised.
## Milestones and measures - Place

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<th>Year</th>
<th>Objective</th>
<th>Milestones and Measures</th>
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<tbody>
<tr>
<td>13/14</td>
<td><strong>Objective 6:</strong> Deliver 2,500 plus homes</td>
<td>Chobham Manor developer on site</td>
</tr>
<tr>
<td>14/15</td>
<td>East Wick &amp; Sweetwater planning and design</td>
<td>East Wick &amp; Sweetwater developer procurement</td>
</tr>
<tr>
<td>15/16</td>
<td>East Wick &amp; Sweetwater build commences</td>
<td>East Wick &amp; Sweetwater 250 units built</td>
</tr>
<tr>
<td>16/17</td>
<td>East Wick &amp; Sweetwater 380 units built</td>
<td>East Wick &amp; Sweetwater 1,330 units built</td>
</tr>
<tr>
<td>17/18</td>
<td>Chobham Manor 250 units built</td>
<td>Chobham Manor all 828 units and occupied</td>
</tr>
<tr>
<td>18/19</td>
<td>Chobham Manor 550 units built</td>
<td>Olympicopolis housing: 539 units built</td>
</tr>
<tr>
<td>19/20</td>
<td>East Wick &amp; Sweetwater developer procurement</td>
<td>Olympicopolis housing: 539 units built</td>
</tr>
<tr>
<td>20/21</td>
<td>East Wick &amp; Sweetwater planning and design</td>
<td>Olympicopolis housing: 539 units built</td>
</tr>
<tr>
<td>21/22</td>
<td>East Wick &amp; Sweetwater build commences</td>
<td>Olympicopolis housing: 539 units built</td>
</tr>
<tr>
<td>22/23</td>
<td>East Wick &amp; Sweetwater 380 units built</td>
<td>Olympicopolis housing: 539 units built</td>
</tr>
</tbody>
</table>

### Objective 7: Build 2 high quality new schools (programmes TBC)

- **East Wick School construction**
- **All Through School Construction**
- **Phased East Wick School opening**
- **Phased All Through School opening**

### Objective 8: Zero carbon homes across all developments

- **Olympicopolis development agreements**
- **Appoint developer, construction and fit out of Olympicopolis: University Campus & new cultural destination**
- **Open first phase of Olympicopolis**
- **Future expansion depending on demand**

### Objective 9: Creation of 13,000 jobs

- **Here East start on site to fit out Press & Broadcast Centres**
- **Press Centre ready for phased occupation**
- **Broadcast Centre ready for phased occupation**
- **Here East buildings fully occupied**

### Objective 10: Development of the whole LLDC area

- **Community Infrastructure Levy adopted and collection commences**
- **Local Plan adopted**
- **Local Plan review**
- **Local Plan review**

### Planning Policy and Decisions Team

- **Provide effective planning decisions service to support delivery of jobs and homes**
- **Hackney Wick improvements complete**
- **Hackney Wick neighbourhood first phase undertaken and complete**
- **Future Leaway phasing dependent on funding**
- **Stratford Station Carpenters entrance design and build complete**
- **Jupp Road bridge rebuilt**
- **Bromley by Bow district centre development**
7. PEOPLE: Opportunities and transformational change for local people

7.1 Overview

London’s Olympic Bid in 2004 promised “the regeneration of an entire community for the direct benefit of everyone who lives there”, and the potential to create transformational change lay behind the selection of Stratford as the focus for London’s bid. The Legacy Corporation’s vision will only be realised if local people and communities benefit from the investment, new jobs, sports facilities and homes that are attracted into the area.

East London’s communities are some of the most dynamic and culturally diverse in the UK but also some of the most deprived, facing a number of significant barriers including low employment rates, poor health outcomes, high crime rates and poor quality housing. The area is rich in success stories, but many of those who are successful tend to move on. The goal of convergence describes the objective which is shared by national, regional and local government – to bridge the gap between this area and the rest of the capital, and ensure that the rebirth of the area around Queen Elizabeth Olympic Park makes a lasting change for local people.

Promoting convergence is a long-term project, and one which we share with the east London ‘growth boroughs’ (Barking and Dagenham, Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest), working particularly closely with the four boroughs adjoining the Park whose leaders and mayors are members of the Legacy Corporation Board.

Our vision is that the new neighbourhoods in the Park will be seamlessly integrated with those in the surrounding area, including through sharing excellent schools (including the Chobham Academy at East Village), nurseries, and community and health centres. Local people will be active users of its sporting and cultural facilities; local children will have access to exceptional quality education at new and existing schools, colleges and universities; employers moving on to the Park will set and meet testing targets for employing local people; local jobseekers will be able to find fulfilling and rewarding jobs in the local area or further afield; and local businesses will benefit from the spending power of an increasing flow of visitors to the Park, venues and cultural facilities.

To support this, we run an extensive programme of community engagement. This programme adopts a multi-pronged approach which includes not only community outreach projects but also involvement in how the space is physically built and managed. This approach ensures that the community is considered in every aspect of the Park’s future. Our engagement work is made up of five main themes; Community connections, Park management and programming, Neighbourhood development, Business engagement and community communications. Our broad range of projects and activities include the likes of our schools and education programme, Youth Panel, Voice of East London radio project, Park Champions volunteering programme, building community hubs, sports outreach projects and community gardening projects. In addition we also invest in best practice site relations by running a 24hr public hotline, regular residents meeting and newsletters.
All four neighbouring authorities (Newham, Tower Hamlets, Waltham Forest and Hackney) are also represented through their political leaders sitting on our Board and Planning Decisions Committee.

We also have a wider responsibility to taxpayers, to minimise its call on public funds by ensuring best value in everything we do, acting commercially where this can support our role as a regeneration agency, and – over the long term - enabling return of capital receipts from new developments to the Mayor of London and National Lottery.

7.2 Projects and plans

The Legacy Corporation delivers projects and programmes to enable local people to benefit from the opportunities the Park offers and also to become part of the success story of the area. Our approach in all these areas is to work with park employers, operators, boroughs and local community organisations, to link the Park into local networks.

Our arts and culture programme complements the work of The Legacy List, a charity set up by the Legacy Corporation and the Mayor of London to fundraise for and support arts, culture and educational programmes. We have already invested in local arts venues such as The Yard theatre and The White Building in Hackney Wick - both these venues support cutting edge artists and extend the cultural offer beyond the Park. A major priority in coming years will be brokering relationships between local creativity and the new cultural institutions of Olympicopolis. By 2016 we plan to engage with more than 100,000 people through arts outreach and participation activities and events - we intend to achieve this by delivering at least 20 cultural events and commissioning 15 new arts projects for the Park during this time. We will deliver spectacular and accessible projects across all art forms, working with local communities, supporting local employment opportunities and inspiring the next generation of young people to develop their creative talent and skills.

Our socio-economic programme is based on working with partners, such as borough job brokerages, Job Centre Plus and training providers to ensure that local people have both the opportunities and the skills to compete for and benefit from employment in the Park. We use our procurement process to select contractors and operators who demonstrate a strong commitment to delivering benefits to local people and priority groups, including the payment of London Living Wage. We work very closely with our contractors, venue operators and other businesses on the Park to help them to access well-trained job-ready employees from the local community. We aim to raise benchmarks and set best practice, stretching local labour targets and establishing new delivery models.

Our work with contractors during the transformation phase stretched inherited lifetime local labour targets of 20 per cent to 30 per cent and delivered the most apprentices on a single site in London in 2013, creating opportunities for local people and underrepresented groups. Our apprenticeships programme, operated through a social enterprise, has now been adopted by the Chobham Manor development partners, reflecting its success in linking young people into career opportunities in construction. We are now replicating this success across other sectors to support a range of business to recruit locally and build apprenticeships into their operational models, this includes businesses in sport and leisure, hospitality, creative, digital, media and tech sectors.
Workforce targets are set out below.

<table>
<thead>
<tr>
<th>% of workforce</th>
<th>Transformation</th>
<th>Aquatics and Copper Box</th>
<th>Estates and facilities management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Threshold</td>
<td>Target</td>
</tr>
<tr>
<td>Residents from the host boroughs</td>
<td>30</td>
<td>70</td>
<td>85</td>
</tr>
<tr>
<td>From black and minority ethnic groups</td>
<td>25</td>
<td>55</td>
<td>35</td>
</tr>
<tr>
<td>Women</td>
<td>5</td>
<td>50</td>
<td>42</td>
</tr>
<tr>
<td>Disabled people</td>
<td>3</td>
<td>3-5</td>
<td>10</td>
</tr>
</tbody>
</table>

Our **community engagement programmes** seek to work with local people from all backgrounds, to seek ideas for the Park, spread information, and develop the projects that will bring life to the Park as it re-opens. We have a particular focus on young people, with a schools programme, a youth radio station, and a youth panel who have contributed design ideas and a legacy manifesto to shape the future of the Park. We have also established Echo, a timebanking programme that enables people to trade skills and services with others in the local community, and the park operators have established Our Parklife, a social enterprise aiming to help people who have been unemployed for a long time to access work on the Park.

**Community sports participation** is actively encouraged by locally-pegged prices in place at the Park venues, and by the wide range of mass participation events planned on the Park each year, from Ride London, to fun runs, to more informal opportunities. Over the next four years we will aim to engage with 100,000 people\(^1\) through Active People Active Park, working with local boroughs sports clubs and community groups to deliver a programme of activity for all ages, abilities and levels of fitness. Activities range from Nordic walking and social jogging to self-defence classes.

As an integral part of the programme, the Motivate East programme, run with the host boroughs helps to support the **Paralympic legacy** by promoting local involvement in Paralympic sport, celebrating the legacy through the annual National Paralympic Day which showcases disability sports and art and ensuring inclusive design across the Park and the wider LLDC area.

Over the next three years, we will work with local communities and agencies to build capacity so that local people are empowered to make the most of the opportunities offered by Queen Elizabeth Olympic Park legacy. We will also seek further funding to enable continuing support, and targeted programmes where these are needed."

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\(^1\) This target does not include use of the venues, and mass events like runs and cycle events.
### Milestones and measures - People

#### Arts and Culture
- **To March 2016:**
  - Engage with 100,000 people through arts outreach and participation
  - Support 30 new jobs
  - Deliver 20 cultural events
  - Commission 15 arts projects
- **Targets in future years depending on funding**

#### Socio Economic
- **To March 2016:**
  - Achieve and exceed all contractual targets – see separate table
  - A peak of 40-50 apprentices on the Park.
- **Targets in future years depending on funding and contractual arrangements**

#### Community engagement
- **To March 2016:**
  - Meet Targets to reach 150,000 people through local community projects and activities
  - Support 195 people to achieve training or qualification certificates through community projects
  - Meet target of 100,000 engaged through our education projects and initiatives
  - Meet target of 1,000 paying Echo Members
- **Targets in future years depending on funding**

#### Sports participation
- **To March 2017:**
  - Engage 100,000 people through Active People Active Park programme
- **Targets in future years depending on funding**

#### Paralympic legacy and inclusion
- **To March 2016:**
  - Meet targets for 26,000 Participants in inclusive sport through Motivate East project by 31/3/16. Future targets depending on funding.
  - Hold annual National Paralympic day
  - Ensure all Projects on Park meet inclusive Design Standards
- **Mandeville Place to be established in Park in 2014/15**

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**Ten Year Objective 11:** Benefits for local people

**Ten Year Objective 12:** Paralympic legacy
8. Sustaining the legacy

London Legacy Development Corporation has been established to make the most of a once-in-a-lifetime opportunity, rather than as a permanent organisation. While we take a long-term view, we are not a long-term organisation. Therefore, we need to consider now how we might hand our work over to existing or new organisations, or – where the need for active intervention has come to an end – how we will complete the task and move on. In this way, we can ensure that our legacy is robust and sustainable in the long term.

By the end of this ten year plan period, we anticipate that the Legacy Corporation will be winding down. It is too early to take precise decisions as to what succession arrangements will be in place, but we expect that key decisions will be made in 2016/17, when this plan is revised. These decisions will be a matter for the Mayor of London and partners, but we anticipate that they will be based on preserving the public nature of the Park and venues, together with some level of public subsidy, allowing for the completion of real estate programmes and the maintenance of the estate to high standards, preserving an integrated approach to planning, and ensuring that regeneration programmes to connect people to opportunities continue to be promoted.

- Operating arrangements are already in place for the Park and venue, with a wide range of social enterprises and professional organisations delivering these public services. These will be kept under review, and refreshed where appropriate, and options will be considered for what long-term oversight and governance arrangements need to be put in place.

- Major real estate projects will be well advanced by the end of the period covered by this plan, and long-term estate management arrangements will be established to maintain the quality of management that is embedded in our estate strategy. The model of the Commission for the Great Exhibition of 1851, which continues to be the freehold landlord of the Albertopolis institutions on Exhibition Road, is one example that is being considered.

- Planning policy and development management will return to the relevant local authorities, who will be able to continue to integrate policy and work together to make sure that the Legacy Corporation area develops in a coherent way.

- Many regeneration programmes, like Our Parklife, the Legacy List and the Echo timebank, already have an independent existence as charities and social enterprises. Others, such as work with Park employers to ensure local people can access employment, should become mainstreamed into day to day business. Others will be picked up by local authorities, or other local agencies.