


CORPORATE PERFORMANCE

APR-JUN 2022
QUARTER 1

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INTRODUCTION AND SUMMARY

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

The first sections provide a summary of progress in this reporting period and information about financial performance. The subsequent sections have changed since the last report as they are now grouped by the Legacy Corporation's new strategic objectives as set out in the Queen Elizabeth Olympic Park Strategy to 2025 **here: Inclusive Growth; Community and Opportunity;** along with **Supporting Delivery**. Each section includes progress against milestones/measures, commentary on major projects and key risks.



SUMMARY OF PROGRESS IN THE QUARTER APRIL TO JUNE 2022

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

- Continued to operate a safe and well-maintained Park in line with changing guidelines.
- Continued the safe and successful operations of London Aquatics Centre, Copper Box Arena and the ArcelorMittal Orbit.
- Supported the successful launch of the ABBA Voyage show on the Park.
- Completion of the Premier League football season at the London Stadium and commencement of successful series of summer events and concerts, including the Hella Mega Tour, the Red Hot Chili Peppers and Monster Jam event.
- Announcement that Major League Baseball will return to the London Stadium from 2023.
- Continued celebrations of the 10 Year Anniversary of the London 2012 Olympic and Paralympic Games including the announcement of the free Festival Live Site and the lighting of the Anniversary Flame.
- Awarded final East Bank construction package and completion of the East Bank procurement programme.
- 'Topping Out' ceremonies held for the East Bank Sadler's Wells and BBC buildings.
- Launch of the SHIFT inclusive innovation district.
- Completed Chobham Manor Phase 3 construction.
- Completed procurement for the Park operational contract covering security.
- Completed and published report and for improving the safety of women and girls in the LLDC area.
- Completed fourth STEP programme for 12-month work placements for local residents and commenced recruitment for the next programme.

AIMS FOR NEXT PERIOD

- Continue to operate a safe and well-maintained Park and venues.
- The safe and successful operations of London Aquatics Centre, Copper Box Arena and the ArcelorMittal Orbit.
- Continue East Bank construction works on programme, including the opening of the UCL One Pool Street site.
- Formal appointment of the developer for Stratford Waterfront and Bridgewater Triangle.
- Determination of Bridgewater Triangle Outline Planning submission.
- Execute the land swap with LB Newham for Rick Roberts Way land swap and commence developer procurement.
- Prepare to commence enabling works at Phase 2 of the East Wick and Sweetwater development later in 2022.
- Complete Chobham Manor construction.
- Complete works at 3 Mills Studios: Custom House; Screening Room; and Gin Still.
- Planning Obligations SPD and Getting to Net Zero SPD adopted and published.
- Agree a charter with stakeholders on the safety of women and girls and agree an action plan to deliver on the recommendations of the report.
- Appoint new Park security operator and prepare for procurement of other Park operational contracts.
- Hold the Great Get Together community event in July 2022 as part of the 10-year anniversary of the London 2012 Olympic and Paralympic Games. Launch the Festival Live site and hold the anniversary flame lighting event with the Mayor of London.
- Completion summer events on the Park, including the Velopark hosting the Commonwealth Games Track Cycling.
- Completion of London Stadium West Stand works and commencement of the 2022/23 Premier League season.
- Commence fifth STEP programme providing 12-month work placements for local residents.
- Deliver the 2022 East Summer School.
- Mayoral approval for Transition arrangements for LLDC.

FINANCIAL PERFORMANCE SUMMARY

CAPITAL SUMMARY

| | Qtr to 30 Jun 22 | | | Full Year 2022/23 | | |
|---|------------------|-----------------|------------------|-------------------|------------------|------------------|
| | Actual £000 | Budget £000 | Variance £000 | Forecast £000 | Budget £000 | Variance £000 |
| CAPITAL INCOME | | | | | | |
| Development | 1,792 | 3,389 | (1,597) | 13,555 | 13,555 | 0 |
| East Bank | 7,959 | 38,316 | (30,357) | 153,262 | 153,262 | 0 |
| Park Operations and Venues - excl Trading | 76 | 1,176 | (1,099) | 4,703 | 4,703 | (0) |
| Total Capital Income | 9,827 | 42,880 | (33,053) | 171,520 | 171,520 | (0) |
| CAPITAL EXPENDITURE | | | | | | |
| Construction | (77) | (92) | 15 | (368) | (368) | 0 |
| Development | (1,295) | (4,111) | 2,816 | (16,444) | (16,444) | 0 |
| Executive Office | (1) | (6) | 4 | (23) | (23) | 0 |
| Finance, Commercial and Corporate Services | (632) | (578) | (53) | (2,313) | (2,313) | 0 |
| East Bank | (36,324) | (47,065) | 10,741 | (190,322) | (188,260) | (2,062) |
| Park Operations and Venues - excl Trading | (831) | (4,046) | 3,215 | (16,256) | (16,182) | (74) |
| Regeneration and Community Partnerships | (50) | (151) | 101 | (604) | (604) | 0 |
| Stadium | (3,264) | (3,619) | 355 | (14,565) | (14,478) | (87) |
| Contingency | 0 | (2,308) | 2,308 | (8,632) | (9,233) | 601 |
| Total Capital Expenditure | (42,474) | (61,976) | 19,502 | (249,527) | (247,905) | (1,622) |
| Total Net Capital Funding required (GLA) | (32,647) | (19,096) | (13,551) | (78,007) | (76,385) | (1,622) |

| | Opening balance | Year to date | Forecast in-year | Forecast Closing | Headroom operational | Headroom authorised |
|----------------------------|--------------------|--------------|---------------------|---------------------|-------------------------|------------------------|
| Borrowings from GLA (£000) | 399,094 | 35,440 | (78,007) | 495,903 | 21,597 | 24,097 |

| | |
|------------------------------|--------|
| S106 & OPTEMS balance (£000) | 32,798 |
| CIL balance (£000) | 16,406 |

CAPITAL INCOME

- Forecast Development income includes the final sales from the Chobham Manor residential development, which are expected to be recognised in quarter 2 once the final land statement has been confirmed and forwarded by the developer.
- East Bank income projections are in line with the revised budgets for the year following the year-end rollover process in April; this will be reviewed again in quarter 2 in conjunction with the expenditure cashflows.

CAPITAL EXPENDITURE

- Total anticipated East Bank construction spend for the year is £2.1m higher than budget, reflecting an acceleration of anticipated spend and increases in the AFC in recent months. Expenditure in the first quarter is broadly in line with expectations.
- Forecast expenditure in Park Operations and Venues includes lifecycle works across the Park such as Park resurfacing and the public address system at the London Aquatics Centre. It also includes spend at 3 Mills Studios, where a major refurbishment is in progress funded by Government grant, Community Infrastructure Levy and LLDC resources; the project is progressing within budget and is expected to complete in quarter 3.
- Note that the forecast GLA borrowings includes a cash adjustment for amounts loaned to UAL towards the cost of their building at Stratford Waterfront; this is an interest-bearing loan that will be repaid by UAL over 20 years.



EASTBANK FINANCIAL SUMMARY

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

| Building | Full Business Case Budget (FBC) March 2018 £m | Current Baseline Budget (CBB) £m | Total spend to date £m | Anticipated Final Cost (AFC) £m | Variance (AFC - CBB) £m | Movement in Variance to Budget Since M12 £m |
|---|---|----------------------------------|------------------------|---------------------------------|-------------------------|---|
| University of the Arts London | | 210.7 | 161.2 | 210.2 | -0.5 | 0 |
| V&A | | 93.2 | 56.2 | 98.8 | 5.6 | -2.8 |
| Sadler's Wells | | 92.5 | 56.0 | 101.8 | 9.3 | 1.3 |
| BBC | | 85.9 | 49.3 | 92.2 | 6.3 | 0.5 |
| Retail | | 8.8 | 3.8 | 8.9 | 0.1 | -0.1 |
| Public realm | | 52.4 | 26.2 | 57.1 | 4.7 | -0.1 |
| Carpenters Land Bridge | | 8.0 | 7.3 | 8.2 | 0.2 | -0.2 |
| Sitewide contingency | | 18.7 | 0.0 | 1.3 | -17.4 | 4.5 |
| Stratford Waterfront Total | | 570.2 | 360.1 | 578.5 | 8.3 | 3.1 |
| LLDC Managed costs | | 58.3 | 47.5 | 58.1 | -0.2 | -0.2 |
| Stratford Waterfront Programme Total | 470.9 | 628.5 | 407.6 | 636.6 | 8.1 | 2.9 |

Commentary as at 30 June 2022:

- The AFC is £8.1m above the Current Baseline Budget. The main drivers of this are increases in the cost of design development and integration issues on site and the consequential delays to programme and increases in professional fees following a review of requirements to the remainder of the programme and additional resourcing to support critical design integration
- The AFC variance to budget has increased by £2.9m over the last quarter. The increases are primarily driven by the impact of design and integration issues across the BBC and Sadler's Wells frames and the Sadler's Wells and V&A fit outs, which have required further project management support to resolve the issues and mitigate further risks. In addition, the final costs of the last substantive package award, Public Realm and Retail fit out, exceeded pre-tender estimates and previous forecasts.
- The sitewide contingency is used to offset building overspends when drawdowns are authorised through project governance and balances are drawn from contingency into the relevant budget lines.
- The total Current Baseline Budget of £628.5m is c£157.6m higher than the equivalent scope in the Full Business Case approved by the Government in March 2018. The main causes of this are the impact of tender returns in excess of budget, the COVID-19 pandemic (currently estimated to be c.£50.5m), and design development and integration issues. It is estimated that UAL will contribute an additional £23.9m towards the additional costs (based on the current AFC) along with the additional Government funding of c.£17.0m towards project COVID-19 costs in 2020/21.
- Mace, LLDC's Project Manager on the East Bank project, have flagged further risks that are not currently funded or fully reflected in the AFC. Mace are currently undertaking a detailed reassessment of the project AFC, which could result in material increases in the projected outturn. The exercise includes testing the robustness of current risk allowances in light of continuing design delays, reassessing whether the AFC currently captures appropriate allowances for package final account values and estimating the costs of potential contractor claims for inflation.
- These risks are carried by the GLA and, to the extent related to their building, by UAL. There are also further exceptional risks that are largely or entirely outside of LLDC's control and not provided for in the AFC, which while unlikely, would have a significant effect on programme and costs if they were to materialise. The most pertinent such risks are the insolvency of a tier 1 contractor, a new COVID-19 outbreak leading to significant disruption on productivity on site, and the impact of macro-economic factors such as COVID-19, Brexit, and war in Ukraine.

REVENUE SUMMARY

| | £000 | | | |
|--|------------------|----------------|--------------------|--------------------|
| | Full Year Budget | Actual to date | Full-year Forecast | Variance to Budget |
| REVENUE INCOME | | | | |
| East Bank | 340 | 0 | 340 | 0 |
| Executive Office | 5 | 1 | 5 | 0 |
| Development | 647 | 151 | 811 | 164 |
| Finance, Commercial and Corporate Services | 296 | 120 | 296 | 0 |
| Park Operations and Venues - excl Trading | 4,714 | 1,673 | 5,388 | 674 |
| Park Operations and Venues - Trading | 9,405 | 2,670 | 10,755 | 1,350 |
| Planning Policy & Decisions | 1,400 | 440 | 1,600 | 200 |
| Regeneration and Community Partnerships | 313 | 0 | 313 | 0 |
| Total Revenue Income | 17,120 | 5,054 | 19,508 | 2,388 |

| | | | | |
|--|-----------------|-----------------|-----------------|----------------|
| REVENUE EXPENDITURE | | | | |
| Communication, Marketing and Strategy | (2,060) | (452) | (2,475) | (415) |
| Commercial Strategy | (293) | (83) | (293) | 0 |
| Development | (3,436) | (744) | (3,144) | 292 |
| Executive Office | (320) | (37) | (504) | (183) |
| Finance, Commercial and Corporate Services | (6,674) | (1,628) | (6,674) | 0 |
| Park Operations and Venues - excl Trading | (11,065) | (2,550) | (11,732) | (667) |
| Park Operations and Venues - Trading | (9,294) | (1,969) | (10,185) | (891) |
| Planning Policy & Decisions | (3,058) | (959) | (3,258) | (200) |
| Regeneration and Community Partnerships | (3,402) | (547) | (3,402) | 0 |
| Stadium | (12,597) | (5,475) | (17,099) | (4,502) |
| Revenue Contingency | (1,956) | 0 | (909) | 1,047 |
| Total Revenue Expenditure | (54,155) | (14,444) | (59,675) | (5,519) |
| Net Revenue Expenditure | (37,036) | (9,390) | (40,167) | (3,131) |

| | £000 | | | |
|--|------------------|----------------|--------------------|--------------------|
| | Full Year Budget | Actual to date | Full-year Forecast | Variance to Budget |
| TRADING | | | | |
| Timber Lodge Café | 1,505 | 985 | 1,874 | 369 |
| ArcelorMittal Orbit (AMO) | (345) | 157 | (345) | 0 |
| Kiosks | (688) | (217) | (688) | 0 |
| The Podium | 20 | (6) | 20 | 0 |
| London Aquatics Centre | (1,303) | (482) | (1,303) | 0 |
| Copper Box Arena | 112 | 18 | 112 | 0 |
| 3 Mills Studio | 522 | 91 | 512 | (10) |
| Other Trading Income | 93 | 95 | 193 | 100 |
| On Park Properties | 187 | 56 | 187 | 0 |
| Off Park Properties | 8 | 3 | 8 | 0 |
| Total Trading Net Surplus/(Deficit) | 111 | 701 | 570 | 459 |

REVENUE INCOME

- A favourable variance in Development relates to additional Planning Performance Agreement income, which will offset additional costs of resourcing this work.
- Additional income within Park Operations and Venues relates to partner and Government contributions towards the costs of the events being held on the Park to celebrate the 10th anniversary of the Olympic and Paralympic Games. This income is fully offset by costs.
- Within Trading, 3 Mills Studios are projecting to exceed income targets driven by operating at higher than anticipated occupancy.
- Unbudgeted Quality Review Panel activity within Planning Policy and Decisions is forecast to fully cover its cost (see expenditure).

REVENUE EXPENDITURE

- The forecast variance in Communication, Marketing and Strategy relates to the approved drawdown from corporate contingency for Phase 3 of the Marketing, Sponsorship and Park Assets Strategy.
- The favourable variance in Executive Office is driven by underspends on the office relocation from 1 Stratford Place to 5 Endeavour Square, including a £0.2m underspend on dilapidation costs.
- Park Operations and Venues are showing £0.7m of additional expenditure, which relates to the 10th anniversary events not included within LLDC's original budget; note that this is fully offset by additional income (see above).
- The forecast overspend in Trading relates mainly to 3 Mills Studios where the additional costs are generating additional income (see above).
- The Stadium forecast reflects the anticipated financial performance for E20 Stadium LLP Group. The 2022/23 forecast is expected to be £4.5m worse than budget. The majority of the increase is due to substantially increased utility costs reflecting higher market prices; efforts are ongoing to reduce consumption and could provide an opportunity to reduce costs - this will be monitored throughout the year. Increases in utilities costs and other inflationary impacts are not reflected in the savings and efficiencies forecast
- The additional costs at the Stadium are to be funded through GLA grant.

SAVINGS AND EFFICIENCIES

LLDC has delivered significant additional income and revenue expenditure savings in recent years and a further £2.9m is incorporated into the approved budget for the year.

| | 2022/23 | | |
|--|----------------|------------------|------------------|
| | Target £000 | Forecast £000 | Variance £000 |
| ADDITIONAL INCOME | | | |
| Park Operations and Venues | 92 | 92 | - |
| Trading | 1,749 | 3,099 | 1,350 |
| Total Additional Income | 1,841 | 3,191 | 1,350 |
| EXPENDITURE SAVINGS | | | |
| Communication, Marketing and Strategy | 110 | 110 | - |
| Executive Office | 109 | 401 | 292 |
| Finance, Commercial and Corporate Services | 163 | 163 | - |
| Park Operations and Venues | 953 | 1,014 | 61 |
| Trading | (301) | (1,192) | (891) |
| Total Expenditure Savings | 1,032 | 494 | (538) |
| Total Additional Income/Expenditure Savings | 2,873 | 3,685 | 812 |

Additional income and expenditure savings are expected to be delivered from:

- **Income opportunities:** LLDC has identified potential for additional income, mainly from opportunities at 3 Mills Studios and interim uses of the Corporation's remaining development sites.
- **Discretionary spend:** LLDC's discretionary cost base is very limited, largely due to savings delivered over previous years. However, savings identified in 2022/23 include reductions across communications and marketing budgets, accommodation savings arising from LLDC's main office relocation and reductions in surface water discharge costs due to the reprofiling of development programmes. Note that the additional Trading expenditure is to generate the additional income above.

INCLUSIVE GROWTH

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

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

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

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

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

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

(extract from QEOP Strategy to 2025)



PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

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

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|--|--|
| Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme. | Construction work has continued to progress in line with the programme. Following the topping out of the UAL and V&A buildings in 2021/22, topping out ceremonies for the BBC and Sadler's Wells buildings took place in this period. Construction of the public realm is also underway. |
| UCL continue construction of their new university campus, UCL East, including completion of the One Pool Street site. | Works at the East Bank UCL East's One Pool Street and Marshgate sites are progressing very well and to programme. Both buildings have topped out and One Pool Street is scheduled to open in the next period. |
| Continue to work with East Bank partners to facilitate the development of the partnership to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster. | The Benefits Delivery Plan for the East Bank Strategic Objectives 2020-2023 has been agreed and all partners are working together to deliver this. The Impact Report was finalised in this period. |
| Complete works at 3 Mills Studios: Custom House; Screening Room; and Gin Still. | Works have commenced on the three projects which are due to complete in the next period. |
| Develop the QEOP advanced mobility programme. | Working with partners on developing Innovation Community (SHIFT). |
| Continued delivery of the SHIFT inclusive innovation district. | SHIFT launched in this period at London Tech Week and MOU signed with organisations in South Korea a 3-way partnership for a 12 month programme which seeks to issue a series of innovation challenges to the Korean start-up and SME market. |

PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|--|
| <p>Maintain a safe and well-maintained Park, making adjustments in line with any changes to guidelines relating to COVID-19 and attracting visitors: the estimate is set at the pre-COVID level of 6.2m, noting that delivery of this estimate may be impacted by any new COVID restrictions.</p> <p>Manage and maintain the quality of the Park and venues, including retaining Green Flag status.</p> | <p>LLDC maintained safe and high-quality Parklands as lockdown measures changed, supported by on Park, web, and social media communications. There were just over 1.25m visits to the Park from April 2022 to June 2022 (see commentary below).</p> <p>The Park was awarded Green Flag Status for the eighth consecutive year in 2021/22.</p> |
| <p>Operate safe and well-maintained venues, making adjustments in line with any changes to guidelines relating to COVID-19 and attracting visitors in line with those restrictions. The targets are set at pre-COVID levels: 1m visitors to the London Aquatics Centre; 445k visitors to the Copper Box Arena, noting delivery of these targets may be impacted by any new COVID restrictions.</p> | <p>Between April and June 2022 there were: over 46,000 visitors to the Copper Box Arena; and nearly 165,000 visitors to the London Aquatics Centre, the pool re-opened on 19 April following the gas leak incident which was covered in the last report. There were also nearly 30,000 visitors to the ArcelorMittal Orbit in this period.</p> |
| <p>Delivery of 10 year anniversary celebrations for London 2012.</p> | <p>Anniversary celebrations have continued in this period, with announcements made for events in the next period. See below for more details.</p> |
| <p>Support safe delivery of major events including the summer concerts at the Stadium (Hella Mega tour, Foo Fighters, Red Hot Chilli Peppers) and Commonwealth Games Track Cycling.</p> | <p>Major events held in this period the Hella Mega tour and Red Hot Chilli Peppers concerts at the London Stadium; the Foo Fighters concerts were cancelled following the death of their drummer, Taylor Hawkins. The Velopark will host the Commonwealth Games Track Cycling in the next period.</p> |
| <p>Continue Stadium operations including football, other sports and concerts.</p> | <p>West Ham United completed a successful season in the London Stadium in this period, including European football being played at the Stadium for the first time and the Vanarama National League final.</p> |
| <p>Deliver an effective and responsive planning service: At least 70% of applications determined in time.</p> | <p>In April 2022, 65% of applications were determined in time; in May 2022, 85% of applications were determined in time; and in June 2022, 80% of applications were determined in time.</p> |

PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|--|--|
| Delivery of Town Planning programme, including: Annual Monitoring Report publication Planning Obligations SPD and Carbon Offset SPD adoption and publication. | <p>The Annual Monitoring Report is due to be submitted to Board in the next period.</p> <p>A revised programme is in place for the revision of SPDs. Drafts of the revised SPDs have been completed and considered at the March 2022 Planning Decisions Committee and will be submitted to Board in the next period.</p> |
| Support the opportunities at interim use sites including Hackney Bridge and ABBA Arena. | ABBA Voyage launched successfully at the ABBA Arena in this period, see below. |
| Annual Environmental Sustainability Report published. | The 2021/22 report is scheduled to be produced in the next period. |

COMMENTARY ON KEY LIVE PROJECTS

In this period, LLDC maintained safe and high-quality Parklands, supported by on Park, web and social media communications. There were just over 1.25 million visits to the Park from April 2022 to June 2022, which is slightly lower than the usual visitor numbers before the COVID-19 crisis. In 2019/20 there were just over 1.5m visitors to the Park in the same period. This is partially because the London Aquatics Centre’s pools were closed until 19 April. It is thought that there is still some reluctance to travel for some potential visitors due to COVID-19. LLDC are also looking at methods of recording visitor numbers as they may be being under-recorded

This period saw a number of successful events held in the Park, including: the Race for Life Pretty Muddy on 7 May; the Chase the Sun 5k and 10k on 11 May and other runs on the Park; FIH Pro League hockey and international hockey and the Lee Valley Hockey and Tennis Centre; the Lee Valley Velopark Race; and the Queer Summer Fayre at Hackney Bridge. Events at the London Stadium in this period and events to mark the tenth anniversary of the London 2012 Olympic and Paralympic Games are set out below.

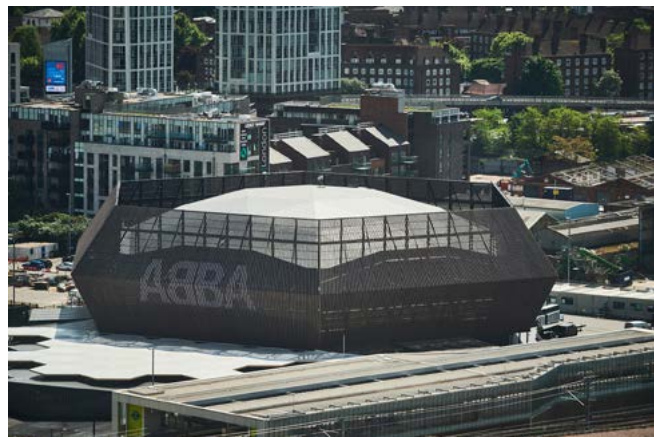
Events scheduled in the next period include: the Rocket League Championship Series at the Copper Box Arena on 2 and 3 July; UK Black Pride on 14 August; the Professional Fighters League at the Copper Box Arena; the Lea Valley Velopark Race on 27 August; the Beautiful People music festival on 3 September; the Transmission music festival on 4 September; and the return of The Great Willy Waddle on 15 September.

LLDC’s flagship free community event – the Great Get Together – returns to the Park in the next period on 23 July, as part of the celebrations to mark 10 years since the London 2012 and Paralympic Games. Activities include live music from the BBC Introducing Stage, the London School of Samba Parade, Circus acts, street theatre and an acoustic area jam-packed with up-and-coming local singers, musicians plus poets. East Bank and other partners will bring a participatory area with creative activities, and there will be a range of sports to try including cycling, rowing on the waterways, and racing on our world-class track.

The Blossom Garden in the Park, the place for reflection and remembrance of Londoners’ experience of COVID-19, received a highly commended in the prestigious London Tree and Woodland Awards for its innovative approach to tree planting.

A tree was planted by children from Mossbourne Riverside Academy with local councillors for Plant a Tree, a Jubilee initiative as part of the Queen’s

Platinum Jubilee and the 10 year anniversary of the London 2012 Games. The children planted a Liquidambar styraciflua - Hillier in the north of the Park, near the Agitos sculpture.



ABBA Voyage

ABBA Voyage opened in this period, joined by all four members of ABBA and attended by loyal fans as well as a star-studded red carpet. They opened to the public on 27 May and approximately 108,000 guests attended in the first month of operation. The show has been highly acclaimed from critics and visitors alike. With strong feedback on customer service and accessibility from guests.

Throughout construction and now operating the ABBA Voyage teams has been working to ensure local employment. 50% of their security staff and 75% of ticketing and visitor service staff are from Newham.

It is already establishing itself as a key London destination and during Jubilee weekend, guests had chosen to book tickets for the show as part of their overall Jubilee plans. Currently 30% of audience are from abroad and generally includes significant levels of return visits.

Now the venue is open, the team are looking at the opportunities and access that can be created for educational institutions and young people in the local area. They are working with LLDC on this and a longer term continued employment and skills programme. The Team are likewise keen to explore a relationship with SHIFT.

London Stadium

West Ham United completed a successful season in the London Stadium in this period, including European football being played at the Stadium for the first time and the Vanarama National League final. The Stadium team, along with LLDC teams such as security and marketing and communications, have worked hard to ensure match day events which are safe and well organised.

Following the end of the football season the Stadium has commenced its programme of summer events as part of the 10 year anniversary of the London 2012 Olympic and Paralympic Games (see below).

Events scheduled in the next period include: the London Halal Food Festival on 9 and 10 July; Wing Fest on 16 and 17 July; and the start of the 2022/23 Premier League season, with West Ham's first match against the league champions Manchester City on 7 August.

It was also announced in this period that Major League Baseball would return to the London Stadium with regular season games being hosted in 2023, 2024 and 2026.



Work is also underway on the London Stadium's West Stand, which will put an extra 1,700 lower tier seats closer to the pitch at football matches. The new stand is much more cost and time efficient to adapt for concerts, athletics and baseball. In tandem, the Stadium is raising the football capacity from 60,000 to 62,500 [1700 of those seats will be in the new West Stand lower tier, and 800 by uncovering seats in the upper tier]. Work is due to complete in July, ahead of the start of the 2022/23 football season.



10-Year Anniversary Celebrations

Work has continued to mark the 10-year anniversary of the London 2012 Olympic and Paralympic Games, with events across the Park. LLDC have added some more inspirational stories to the new microsite link here, including a focus on Innovation to link to the SHIFT launch with films about our partners at the Global Disability Innovation Hub and also at Here East & Plexal.

The summer season of events at the London Stadium including SoccerAid, Monster Jam and a series of concerts headlined by Green Day and the Red Hot Chili Peppers brought diverse audiences of over 300,000 people to the Park helping us showcase the entertainment legacy of the 2012 Olympic and Paralympic Games.



The next key moments in the year long celebration will be the lighting of the Anniversary Flame by the Mayor of London on 22 July at an event celebrating the legacy to date and showcasing what is to come in the next ten years, followed by our largest ever Park wide community 'Great Get Together' event on 23 July.



From the 24 July there will also be a free Festival Live Site in place in the North Park with daily activities including screenings of the Olympic and Paralympic Opening Ceremonies on the 27 July and coverage of the Birmingham 2022 Commonwealth Games. This has been delivered in partnership with Birmingham 2022 as well as with generous support from three of the Park's longest standing partners in Delancey, Lendlease and Mace.

The inclusive innovation district - SHIFT - was launched at Here East in this period as part of London Tech week. SHIFT exists to find practical answers to pressing problems faced by cities. The Mayor of London was amongst those welcoming the launch of the district, noting that: "London has built a reputation as a world leader in technology and innovation, and it's inspiring to see the digital and creative industries joining forces in East London in the new SHIFT inclusive innovation district. I couldn't be prouder to be Mayor of a city that has become a global example of an impactful Olympic legacy, and I look forward to watching the district continue to thrive and develop over the next ten years as we build a better London for everyone." More information can be found on the new website: shiftlondon.co.uk/about/welcome/

LLDC's Director of Innovation - SHIFT, Emma Frost, attended the Next Rise Innovation Conference in Seoul where she spoke about SHIFT and the Park as London's living testbed for better urban futures last week. At this event an MOU was signed between LLDC (on behalf of

SHIFT partners) Connected Places Catapult, and the Korean Innovation Trade Association (KITA) in order to establish a 3-way partnership for a 12-month programme that seeks to issue a series of innovation challenges to the Korean start-up and SME market.

Town Planning

A number of applications were submitted to Planning Decisions Committee (PDC) in this period including major mixed use schemes at Marshgate Lane, IQL, Jubilee House, James Riley Point and Legacy Wharf.

Following the decision to resolve to grant planning permission for the MSG Sphere development at the PDC meeting in March 2022, work has continued on the additional advertising controls requested by PDC, with these measures programmed to be reported back later in the summer.

On planning policy, the May Board approved the draft SPDs on Planning Obligations and Getting to Net Zero carbon, as well as the Infrastructure Funding Statement during this period.

Work continues on the bidding rounds for carbon off-set and the neighbourhood priorities fund. On the transition of planning powers, continued progress is being made across all of the workstreams, with a constructive meeting with DLUHC held in May regarding planning policy matters.



East Bank

At Stratford Waterfront, construction work has continued in line with the revised programme. The four building structures are now well progressed and construction of the public realm underway. In this period the Sadler's Wells and the BBC buildings held their 'topping out' ceremony, which gained good media coverage.

The programme of procurement of package contractors has completed, with the last of 38 procurements executed.

Work at the East Bank UCL East's One Pool Street site (Vinci) and Marshgate site (Mace) are progressing well and are on programme. One Pool Street is scheduled to open in the next period.

Community Infrastructure Levy (CIL) collection and allocation

For LLDC CIL, LLDC received a total of £385,547.89 this quarter. For Mayoral CIL, LLDC received a total of £445,476.61.

KEY RISKS AND ISSUES

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

COMMUNITY

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

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

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

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

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

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

(extract from QEOP Strategy to 2025)



PROGRESS AGAINST COMMUNITY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|--|
| Planning consent granted for Pudding Mill Lane. | The planning application was submitted in 2021/22 and is scheduled to be considered by the Planning Decisions Committee in October 2022. |
| Hackney Wick Neighbourhood Centre: commencement of construction. | Notting Hill Genesis were selected as developer in 2021/22. RIBA Stage 2 design is complete and the Reserved Matters Application was submitted in 2021/22 and is scheduled to be considered by the Planning Decisions Committee in the next period. Start on site is scheduled for September 2022. |
| Rick Roberts Way: land swap concluded with LBN; commence development partner procurement. | Approval has been secured from Board for a consolidation of interests with LB Newham and Heads of Terms have been agreed. The Urban Design Framework completed in 2021/22. Developer procurement is scheduled to commence in the next period. |
| Chobham Manor development complete: all 880 units built and occupied. | Phase 3 completed in this period and the final homes of the development in Phase 4, are due to complete in the next period. |
| East Wick and Sweetwater Phase 2 construction commences. | Phase 2 enabling works scheduled to start in late 2022. |
| Developer selected for Stratford Waterfront and Bridgewater residential development; joint venture established. | Following procurement, a preferred bidder has been identified and approved by Board, subject to legals and a Mayoral consent. Appointment of the preferred bidder will allow the establishment of a Joint Venture in the next period. |
| Planning consent granted for Bridgewater Triangle. | The planning application was submitted in 2021/22 and is scheduled to be considered by the Planning Decisions Committee in the next period. |

PROGRESS AGAINST COMMUNITY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|--|
| <p>Progress development strategy for Bromley by Bow.</p> | <p>LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications have been approved. These sites have since been acquired by The Guinness Partnership who have increased the percentage of affordable homes to be built to 50%, and construction is underway.</p> <p>Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area, which will come forward following Transport for London (TfL) junction works to the A12. Project at risk due to TfL funding constraints following the COVID-19 crisis, discussion ongoing with TfL and other funding options are being explored.</p> |
| <p>Stratford Station Strategic Outline Business Plan submitted.</p> | <p>Work underway to support the submission of the Strategic Outline Business Plan in late 2022.</p> |
| <p>Progress delivery of enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park.</p> | <p>RIBA Stage 1 design team procured for Marshgate Lane Greenway links in this period; Bow East: Traffic Modelling and Feasibility (RIBA Stage 1) due to complete in the next period.</p> |
| <p>Complete sale of Chobham Farm.</p> | <p>A purchaser for the Chobham Farm North site has been approved and they are currently undertaking site surveys with a view to complete in the next period.</p> |
| <p>Agree delivery strategy for Aquatics Triangle.</p> | <p>Aquatics Triangle procurement strategy to be considered in the next period.</p> |
| <p>Delivery of the Great Get Together and any smaller community events on the Park.</p> | <p>The Great Get Together is scheduled to take place on the Park in the next period.</p> |
| <p>Delivery of an annual Youth Conference in conjunction with partners.</p> | <p>The Legacy Youth Board and Legacy Youth Voice led the delivery of the Annual Youth Conference which took place on 23 March 2022 at the London Stadium.</p> |
| <p>Delivery of visitor services through Park Champion volunteers, the Information Point and Park Champions.</p> | <p>Mobility Service and Information Point are open. The Information Point operations has moved to the nearby Pavilion building at IQL.</p> |

COMMENTARY ON KEY WORK PROJECTS

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

Chobham Manor

The Chobham Manor development is close to completion, Taylor Wimpey are developing 880 homes at the site. Phases 1 and 2 are fully complete and all homes have been sold.

Progress of construction of the final homes at Chobham Manor is going well, Phase 3 completed in early 2022 and the final phase – Phase 4 – is due to complete in the next period. All of Phase 3 units (in total 62 market sale units and 191 affordable) have sold and the affordable units handed over to L&Q. Phase 4 (161 market sale units) unit sales are progressing well with 141 homes sold at the time of writing.



East Wick and Sweetwater

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

Planning permission was granted in 2021/22 for the Reserved Matters applications for Phases 4 and 5 of the development – totalling 744 homes – allowing detailed design work to progress. Of these, 226 homes are affordable.

All future phases of the development have now been approved. For Phase 2 enabling work is expected to start later in 2022/23, including the removal of the temporary trees that are currently on the site, with main works to commence afterwards.

Hackney Wick Central

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

RIBA Stage 2 design is complete and the Reserved Matters Application was submitted in 2021/22 and is scheduled to be considered by the Planning Decisions Committee in the next period. Start on site is scheduled for Q3 2022/23.

Pudding Mill and Stratford Waterfront

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

Design work for the two Pudding Mill sites is in advanced stages, with the outline planning application for Bridgewater submitted and due to be determined in the next period. The Outline Planning application for Pudding Mill Lane was submitted in December 2021, in line with programme with determination anticipated in Q3 of 2022/23.

LLDC Board approved the preferred bidder for the Stratford Waterfront and Bridgewater Triangle sites at its March 2022 meeting, currently concluding legals with the preferred bidder and subject to a Mayoral Decision. Appointment of the preferred bidder will allow the establishment of a Joint Venture in the next period.



Stratford Station

LLDC have completed stage one of the public consultations for the Stratford Station development, seeking the views of local residents, visitors, passengers, and businesses on what they think about the station now and how it could be improved in the future. This is a key step in the work LLDC are undertaking in partnership with London Borough of Newham, TfL, and Network Rail to secure funding for the long-term redevelopment of the station.

In this period, it was agreed that three design options will be included within the Strategic Outline Business Case. Scope & programme for transport modelling agreed with TfL; the submission of the Strategic Outline Business Case is scheduled late 2022.

Living Places

The Legacy Youth Board has appointed an agency to develop a branding strategy for the Youth Board. It has also inputted into the consultation on safety of women and girls in the Park. The report on safety of women and girls has been published and as part of the London Festival of Architecture, LLDC led a well attended on-line session on Designing Cities for Women on 16 June.

Plans have been finalised for the Great Get Together community event which will be held on 23 July 2022 in the south of the Park. The Flagship Community Event on the Park brings together music, dance, arts, sports, and food for all to enjoy. This year's event is set to be the biggest ever, to mark 10 years since the London 2012 and Paralympic Games.

The soft launch of a community facility at Chobham Manor is being planned. The next period will also see the re-opening of the Mobile Gardens at its new location in Hackney Bridge.

The next phases of community engagement at the Blossom Garden have taken place, coinciding with the trees blossoming including: Rosetta Arts photography workshops; Rosetta Arts poetry workshops; and Our Park Lives - wellbeing guided tours.

KEY RISKS AND ISSUES

| SUMMARY | IMPACT | MITIGATION | RAG |
|---|---|---|-----|
| Stratford Station insufficient for growing demand. | Strategic and operational impacts. Potential limiter on economic development in Stratford area. | Work with partners to determine and deliver transport projects to improve infrastructure. | R |
| Risk relating to carbon savings from the District Heating Network. | Reputational and financial impacts. | Liaison with Government, GLA and Engie. | R |
| Risk about successful implementation of the Local Plan including sufficiency of community infrastructure. | Reputational impacts. | Progress reporting including annual monitoring report, review of local plan including population forecasts. | G |
| Risk relating to sustainability objectives and responding to the climate emergency. | Missing opportunities and reputational impacts. | Delivery of sustainability programme, close work with partners, monitoring and reporting on KPIs. | A |
| Risk relating to delivery of physical connectivity programmes on the Park. | Missing opportunities and reputational impacts. | Partner engagement on delivery and funding. | A |
| Risk relating to park and venue operations. | Poor visitor experience, financial impacts. | Contractual and working arrangements in place with operators; communications and marketing. | A |

OPPORTUNITY

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

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

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

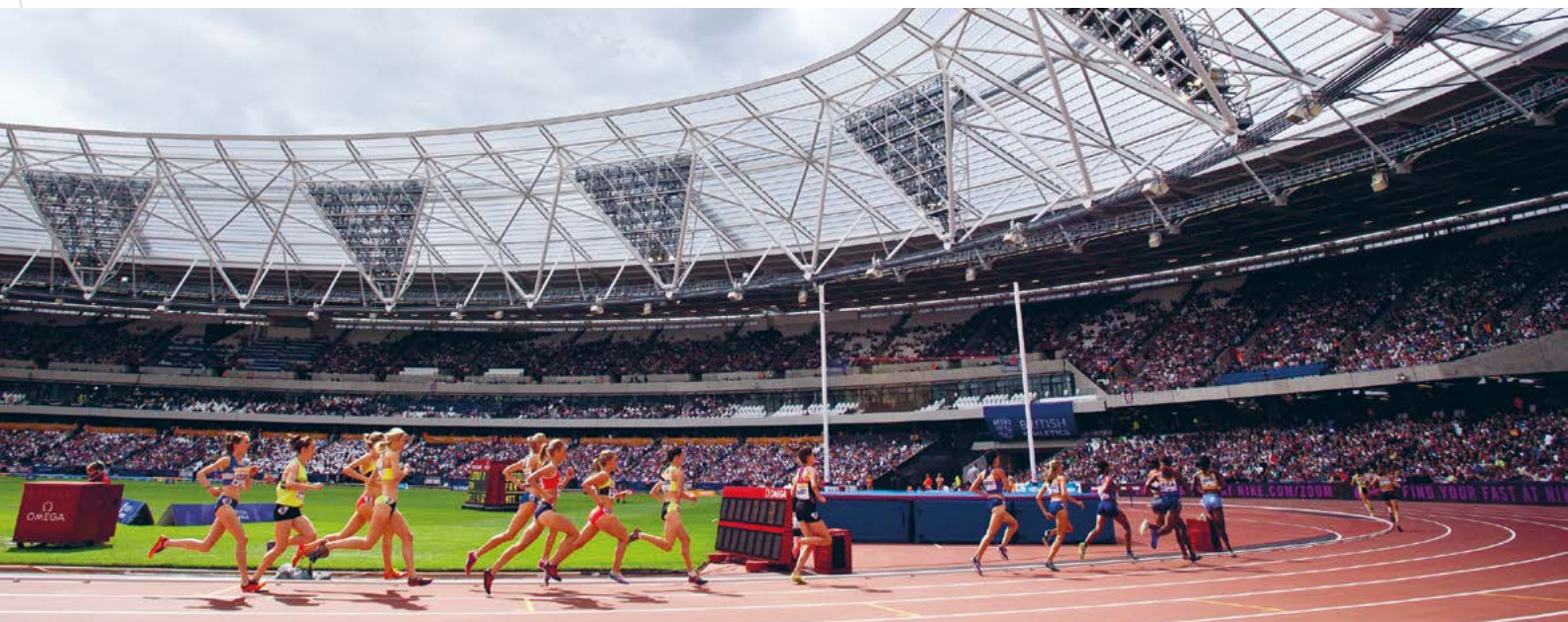
deliver with local Boroughs and other partners, to ensure that the benefits of regeneration can be shared by all.

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

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

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

(extract from QEOP Strategy to 2025)



PROGRESS AGAINST OPPORTUNITY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|--|---|
| <p>Meeting and exceeding targets for construction and end use jobs for local people, Black, Asian and Minority Ethnic groups, disabled people, women and apprentices</p> <p>Construction workforce:</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 3% of the workforce are apprentices | <p>The most recent construction figures available are to end of April 2022.</p> <ul style="list-style-type: none"> • 23% of construction employees working on the Park are Host Borough residents • 79% of the workforce are from Black, Asian, and Minority Ethnic (BAME) groups • 6% of the workforce are women • 3% of the workforce are disabled people • 4% of the workforce are apprentices <p>LLDC has implemented performance improvement steps with Mace, the programme management partner, to review under-performance for apprentices and is maintaining a weekly overview of progress.</p> |
| <p>End-use</p> <ul style="list-style-type: none"> • 25-85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 3-5% are disabled people • 5% are apprentices | <p>Copper Box Arena and London Aquatics Centre Workforce performance as of March 2022 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 70% workforce Host Borough residents • 28% workforce are from BAME groups • 58% workforce are women • 1% workforce are disabled people • There are no apprentices currently working across the two sites <p>Estates and Facilities Workforce performance as of March 2022:</p> <ul style="list-style-type: none"> • 65% workforce Host Borough residents • 62% workforce are from BAME groups • 30% workforce are women • 8% workforce are disabled people • 6% are apprentices |
| <p>Successful operation of Build East: 50 apprenticeships per annum, 500 people trained in demand led construction skills.</p> | <p>Build East opened to learners in 2021/22 and in 9 months of operation there were 34 apprenticeships and 444 people trained.</p> |

PROGRESS AGAINST OPPORTUNITY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|---|---|
| Successful operation of the Good Growth Hub, the physical facility to consolidate and scale the East Works, including meeting engagement targets. | The Good Growth Hub has been operating well, Further information can be found below. Information relating to year 2 targets will be included in the next report. |
| Deliver prosperity index research. | Update scheduled to be given to LLDC Board later in 2022. |
| Completion of 2021/22 Shared Training and Employment Programme (STEP) programme and commencement of 2022/23 programme. | STEP 2021/22 completed in this period and applications for 2022/23 STEP 5 have closed with a total of 149 young people applying for 25 paid placements with a range of creative and cultural employers. |
| Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges. | Working with East Bank partners for the East Bank Design Challenge for East London Schools and East Summer School and Newham college to pilot DEC for Work-Based Academy Programme. |
| Progress EAST Education, an education engagement programme with East Bank partners. | Progressed plans with partners and venues for East Summer School 2022. |

COMMENTARY ON VISIT ACTIVITIES

Eastworks

Build East, the Construction Training Centre at East Wick opened to learners at the beginning of June 2021 as the hub for the Park's Training Association. The Training Association is a partnership of major construction contractors on the Park and promotes a collaborative approach to skills training, apprenticeship recruitment, pay rates and conditions. A range of pre-employability training programmes have been designed to support under-represented groups to access apprenticeships and employment opportunities.

Build East is a green skills centre of excellence that is operated by a sector-leading training provider: The Skills Centre. It services opportunities from Stratford Waterfront employers as well as those on wider QEOP developments and beyond. Funding for the centre was secured from the Construction Industry Training Board (CITB) of £400k, an additional £100k from the LLDC and £100k funding from The Skills Centre. LLDC are in discussions with senior CITB colleagues to explore areas for cooperation and collaboration.

A rolling programme of pre-employment sessions for Borough residents is ongoing and being commissioned specifically by Local Authority officers engaging with Build East.

In this period:

Grant funding from LB Newham has been approved to fund the establishment of a Construction Skills Certification Scheme accreditation centre at Build East.

The ESF programme for pre-employment training has started for delivery over a 2-year period.

The first contractors' forum was delivered at Build East which was well received, and it was agreed that further forums will be held for the Stratford Waterfront supply chain.

Pre-employment training continuing, planning for CPCS hoist training in the next period. Hosted the second contractors forum in April for SWFT contractors supply chain.

The Good Growth Hub ('GGH') is designed to be a focal point for local people seeking Park-based careers and for employers including East Bank partners, looking to recruit diverse, local talent, aiming to give information, advice, and guidance to over 2,500 local people and help over 450 people into work and support over 850 businesses to adopt inclusive working practices over the next 5 years.





In this period:

Governance structures have been agreed and confirmed following a development and consultation period with key stakeholders including four Boroughs, community and Park partners and consultants, The social innovation partnership.

The GGH operator has progressed development of the 2022/23 Good Growth Hub Business Plan and Annual Delivery Plan.

The GGH operator has invested in and completed training, delivered by local grassroots charity 'Social Ark', to expand and strengthen relationships with local community partners.

Applications for STEP 5 have closed with a total of 149 young people applying for 25 paid

placements with a range of creative and cultural employers.

The GGH operator has procured the services of an external consultant to establish Comms and Marketing goals and delivery strategy for the 2022/23 period.

Flipside participants have completed their placements with a range of leading design agencies and have successfully graduated from the programme.

EAST Education

In this period:

- CPD Feasibility mid term report received and the testing phase continues including a workshop with the East Education Working Group.
- Progressed plans with partners and venues for East Summer School 2022.
- Progressed development of East Education Board and its alignment with Strategic Objectives Board with chair of SOB attending May's EEB.
- Design challenge co-designed with Design Engineering and Constructin lead and East Bank partners to be tested at the East Summer School and rolled out to all schools from next academic year.
- NLA plans progressed for school engagement programme over the Summer Term linking into our established programmes.

KEY RISKS AND ISSUES

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

SUPPORTING DELIVERY

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

The strategic themes are supported by the following strategic enablers:

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



PROGRESS AGAINST SUPPORTING DELIVERY MILESTONES

| MILESTONES FOR COMPLETION IN 2022/23 | PERFORMANCE AND COMMENTARY |
|--|---|
| Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited. | Work is underway to complete drafting of annual accounts ahead of external audits later in 2022. |
| Park operational contracts tenders issued to the market. | Evaluation of the security contract submissions complete with award complete. Other tenders due to go live later in 2022. |
| Progress LLDC's Transition strategy including Mayoral approval for proposed new arrangement and completion of consultation. | Following the Board's approval for the proposed approach to Transition at the March 2022 meeting, work is underway to seek Mayoral approval for the approach in the next period. |
| Health and safety: construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked. | There have been no RIDDOR reportable incidents in 2022/23. |
| Deliver improvements for the safety of women and girls on the Park. | The report on the Women and Girls Safety project has been published. LLDC is working on a charter with stakeholders, as well as an action plan to deliver on the recommendations of the report. |

COMMENTARY ON INSPIRE MILESTONES

Communications, Marketing and Strategy

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues.

Since lockdown the focus has been on communicating the impact on the Park and its venues and supporting social distancing guidelines through on-Park signage, extensive media coverage and social media messages. The external Stadium screen – Europe’s largest – has been particularly effective in carrying messages for Park users and supportive messages for key workers. This has been used as the backdrop for several media reports. The message has been coordinated through the London Response to Parks.

In this period, work was undertaken on the campaign to mark the 10-year anniversary of the London 2012 Olympic and Paralympic Games in 2022 including on Park branding and the development of microsite. See separate section for more information. The team also supported the launch of SHIFT and the promotion on the Great Get Together. The team also supported media enquiries, including around the MSG planning application.

Transition

LLDC was established as the first ever Mayoral Development Corporation in 2012, to take

forward commitments made in the original London 2012 bid in relation to the physical and socio-economic regeneration of Stratford and the surrounding area. There remains significant work to do to fulfill the commitments made in the original London 2012 bid with respect to the regeneration of east London. However, it is anticipated that a large part of LLDC’s role in this will be complete by 2025. With a robust prioritisation of its workload, key objectives will have been delivered by 2025 and plans will be in place for the delivery of ongoing functions and the long- term operation and oversight of Queen Elizabeth Olympic Park.

The Mayor and the LLDC Board have previously agreed that Town Planning powers will be returned to the boroughs by December 2024 and LLDC has engaged the Department for Levelling Up, Housing & Communities to achieve this.

At its September 2021 meeting, the LLDC Board agreed to recommend to the Mayor that LLDC re-focus its activity from 2025 onwards to oversee the long-term management of the estate, to realise the ongoing delivery of legacy, social and economic aims, and complete the development programme.

LLDC’s Board discussed approval for the proposed approach to Transition at the March 2022 meeting, work is underway to seek Mayoral approval for the approach.



Finance

Planning and interim audit work has commenced for the 2021/22 audits for LLDC Group.

Inclusion and Diversity (I&D)

Specific focus has been given to the pillar of Recruitment within LLDC's Inclusion & Diversity strategy, and in particular, identifying challenges and opportunities. There has been significant work completed on gathering feedback from colleagues and hiring managers to further improve our recruitment processes and ensure that these are accessible, consistent, transparent and therefore equitable and positively enable hiring managers to ensure their recruitment approaches are diverse. Clear processes and procedures have since been defined and this is under continuous review to ensure we can continue to improve where appropriate.

In this period LLDC appointed its critical friend for diverse recruitment following a procurement process. The appointed supplier is Diversifying Group (previously known as BAME Recruitment Limited). Initial kick off meetings occurred with Diversifying Group in this period and a broad outline plan was agreed for the project teams (internal and external) to work to.

The flagship Inclusive Culture Campaign, an internal engagement campaign which promotes a more inclusive culture across the organisation, has continued with delivery of a campaign on Inclusive Language. The aim of this campaign is to create more inclusive language utilisation and ensure practices are inclusive throughout the organisation, which in turn allows all colleagues, no matter their situation, circumstance of background, to feel included and valued. As part of the launch, the LLDC Board Members Gurpreet Dehal and Helene Raynsford joined the LLDC Meets, all-employee webcast, to talk about the importance of inclusive language and their own personal experiences.

Health and Safety

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

In this period, accidents remained low proportionate to the visitor numbers.

There was a first aid incident at Stratford Waterfront on 4 April 2022: an operative from Techrete slipped on fresh paint which was applied over a protected void on Level 1 within the V&A building by Clipfine. The operative has attended A&E and was treated for a sprain to his left wrist and returned to work on 5 April 2022. Learnings from the incident were discussed and agreed with Clipfine.

There was a near miss on 18 May 2022 on the level 12 east elevation on the UAL building. Two leading-edge workers from Skonto were carrying curtain walling installations from the floor slab using a Petlz "Coeur Pulse" anchor. During the working shift, the Mace night manager approached an installer who was standing behind the edge protection at the time to tighten his lanyard, when he did this the anchor pulled out of the drilled hole. A statement from the installer identified that he did not engage the lock when he inserted the anchor after drilling. The learnings from the incident were discussed and agreed with Skonto.

The Considerate Constructors Scheme Site Monitor visited the East Bank Stratford Waterfront site on 16 May and awarded the site the maximum score and a rating of Excellent across each of the three assessment categories of Respect the Community, Care for the Environment and Value their Workforce.

The Health, Safety and Security Committee made a visit to the East Bank site on 17 May and two opportunities for improvement were identified, being the control of the movement of barriers and the use of blue tooth Athena headsets rather than radios for control of plant.

There was one safeguarding issue on the Park which has been reported to the LLDC Board.

Safety of Women and Girls

Following the work LLDC have done on the Safety of Women and Girls and LLDC's seminar as part of the London Festival of Architecture many organisations from around the world have been contacting LLDC for more information.

The report on the Women and Girls Safety project has been published and is available here. LLDC is working on a charter with stakeholders, as well as an action plan to deliver on the recommendations of the report. The report has been shortlisted for an award for planning excellence at the RTPi awards in July.

The Safety of Women and Girls

on and around Queen Elizabeth Olympic Park

“ Tell us what you think ”



London Legacy Development Corporation (LLDC) is working to identify ways in which we can improve the safety of women and girls across Queen Elizabeth Olympic Park and the wider Mayoral Development Corporation area.

We're proud that levels of crime on the Park are very low, but we want to be an exemplar - which is why we are taking steps to review our approach to safety and develop solutions to issues identified.

We want to hear from women and girls who use the Park and wider area to understand any safety concerns and improve their experience.

Scan the QR code to open the consultation survey.



This survey is open until 23:59 on Monday 6 December 2021.

Please note that this consultation is not for the purpose of reporting crime. To report a crime please contact the Police on 999 (emergency) or 101 (non-emergency).

LONDON LEGACY
DEVELOPMENT
CORPORATION



KEY RISKS AND ISSUES

| SUMMARY | IMPACT | MITIGATION | RAG |
|--|---|--|----------|
| Risk relating to meeting Long Term Model requirements through the Housing Delivery Plan. | Financial and/ or delivery impacts. Reputational impacts. | Housing strategy, tight monitoring and financial control, commercial opportunities, close working with GLA. | R |
| Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium. | Financial and reputational impacts. | E20 Stadium LLP Board and funders considering commercial options. Stadium operations brought in house. 5 year improvement plan in place. | R |
| Risk that HMRC rules against LLDC's Corporation Tax application. | Financial impact. | Tax and legal advice, engagement with HMRC, submitted application and awaiting response. | R |
| Risk relating to commercial performance, delivery of Park Business Plan. | Financial impacts, reduced income or increased costs. | Delivery of Sponsorship, Marketing and Park Assets Strategy. | R |
| Red Issue relating to raising funding through philanthropy for East Bank, impacting on LLDC and GLA . | | Fundraising strategy in development with GLA. | R |

KEY RISKS AND ISSUES

| SUMMARY | IMPACT | MITIGATION | RAG |
|--|--|--|-----|
| Risk relating to the potential impact of Government/Mayoral policy change on the Corporation | Programme delays, budget impacts. | Continue political engagement work and briefings. | G |
| Delivery of LLDC activities and objectives pre- and post-Transition. | Negative impacts on regeneration of the area; potential impact on staff retention. | Transition strategy being developed, updates presented to Board. Close working with key stakeholders. | A |
| Electrical capacity of Park requires reinforcement. | Financial impacts. | Energy strategy commissioned. Review and implement findings. | A |
| Risk relating to failure to embed fraud and assurance processes, including group subsidiaries (E20/LS185). | Financial and reputational impacts. | New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners. | A |
| Risk relating to information security non-compliance, including GDPR. Risk also relates to group subsidiaries (E20/LS185). | Potential loss, theft or corruption of data with reputational and financial impacts. | Information security gap analysis complete, action plan being implemented. Ongoing information security briefings. | A |
| Issue of impact of residential tax on property developers. | | Close working with the GLA and management of impacts. | A |

