


# CORPORATE PERFORMANCE

JUL-SEP 2022  
QUARTER 2

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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 are grouped by the Legacy Corporation's 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 JULY TO SEPTEMBER 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 and safe and successful operations of London Aquatics Centre, Copper Box Arena and the ArcelorMittal Orbit.
- The Park was awarded the Green Flag Award for the ninth consecutive year.
- Successful hosting of East Summer School on the Park.
- Held the Great Get Together community event on the Park with 25,000 visitors.
- Delivery of events to mark the 10 year anniversary of the London 2012 Olympic and Paralympic Games including the Festival Live Site and the lighting of the anniversary flame, hosted by the Mayor of London.
- Commonwealth Games Track Cycling hosted at the Lea Valley VeloPark.
- Announcement of Joint Venture partner to deliver the Stratford Waterfront and Bridgewater Triangle developments.
- Bridgewater Triangle outline planning consent approved, subject to conditions and Section 106 agreement.
- Launch of procurement for a developer for Rick Roberts Way and completion of land swap with London Borough of Newham.
- Hackney Wick Neighbourhood Centre Reserved Matters Application approved by the Planning Decisions Committee.
- Completion of construction of the new neighbourhood at Chobham Manor.
- Completion of work on the London Stadium West Stand for the start of the new football season. Announcement of the return of athletics to the Stadium in summer 2023.
- Safety of Women and Girls Project won 'Highly Commended for Best Project' at the Royal Town Planning Institute 2022 Awards for Planning Excellence.
- Launch of East Bank's first creative programme of free cultural events.
- Appointment of new Park security contract following procurement exercise.
- Commenced the fifth STEP programme for 12-month work placements for local residents.
- Town Planning Annual Monitoring Report published.
- Mayoral approval for the next phase of LLDC (Transition) arrangements.

## AIMS FOR NEXT PERIOD

- Continue to operate a safe and well-maintained Park and the safe and successful operations of London Aquatics Centre, Copper Box Arena and the ArcelorMittal Orbit.
- Hosting Rugby League World Cup wheelchair tournament matches at the Copper Box Arena.
- Continue East Bank construction works, including the opening of the UCL One Pool Street site.
- Determination of Pudding Mill Lane Outline Planning submission.
- Commence second stage of Rick Roberts Way procurement.
- Complete the sale of Chobham Farm.
- Commence main works at Phase 2 of the East Wick and Sweetwater development.
- 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.
- Launch re-brand of Legacy Youth Board.
- Launch of Shared Apprenticeship programme with East Bank partners.
- Opening of the new Build East Construction Skills Certification Scheme (CSCS) accreditation testing centre.
- Commence Stratford Station consultation
- Launch of STEP 6.
- Submission of 2023/24 LLDC budget to the GLA.
- Approval and publication of the 2021/22 statutory accounts.

## FINANCIAL PERFORMANCE SUMMARY

### CAPITAL SUMMARY

	Full Year 2022/23			
	Actual to date £000	Full Year Forecast £000	Full Year Budget £000	Variance to Budget £000
<b>CAPITAL INCOME</b>				
Development	10,832	15,386	13,555	1,831
East Bank	15,826	157,432	153,262	4,170
Park Operations and Venues – excl Trading	1,541	4,460	4,703	(243)
<b>Total Capital Income</b>	<b>28,199</b>	<b>177,278</b>	<b>171,520</b>	<b>5,758</b>

<b>CAPITAL EXPENDITURE</b>				
Construction	(218)	(368)	(368)	0
Development	(3,914)	(18,539)	(16,444)	(2,095)
Executive Office	(3)	(23)	(23)	0
Finance, Commercial and Corporate Services	(1,273)	(2,479)	(2,313)	(166)
East Bank	(74,530)	(195,828)	(188,260)	(7,568)
Park Operations and Venues – excl Trading	(3,411)	(12,614)	(16,182)	3,568
Regeneration and Community Partnerships	(98)	(604)	(604)	0
Stadium	(6,582)	(14,818)	(14,478)	(340)
Contingency	0	(7,855)	(9,233)	1,378
<b>Total Capital Expenditure</b>	<b>(90,030)</b>	<b>(253,128)</b>	<b>(247,905)</b>	<b>(5,222)</b>
<b>Total Net Capital Funding required (GLA)</b>	<b>(61,830)</b>	<b>(75,849)</b>	<b>(76,385)</b>	<b>536</b>

	Opening balance	Year to date	Forecast in-year	Forecast Closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	399,094	35,440	75,849	495,903	21,597	24,097

S106 & OPTEMS balance (£000)	34,162
CIL balance (£000)	15,716

## CAPITAL INCOME

- East Bank income includes additional contributions from University of the Arts London in 2022/23 towards the cost of their building at Stratford Waterfront driven by increases in the anticipated final cost of the building.
- Within Development income, the Chobham Manor development has completed and the agreed sales receipts cap reached (£151.4m) following the payment of the quarter 1 final land settlement invoice.
- Also within Development income, all the outstanding open market sale residential units comprising Phase 1 of the Eastwick and Sweetwater Development have completed with income slightly in excess of budget at £1.6m.
- The £1.8m favourable variance in Development relates largely to the expected receipt from the sale of land, which is forecast to be higher than budgeted.
- The majority of the Park Operations and Venues capital income relates to contributions from Government grant and Community Infrastructure Levy towards the major refurbishment at 3 Mills Studios.

## CAPITAL EXPENDITURE

- Total anticipated East Bank spend for the year is £7.6m higher than budget, largely reflecting the increases in the anticipated final cost in this period (see the East Bank financial summary). Expenditure over the first 6 months of the year is behind expectations set in April, but significant increases are anticipated over the rest of the financial year and into the start of 2023/24.
- The forecast overspend within Development relates to a Section 106 payment for the Pudding Mill Lane development, which is being brought forward from future years and helps to mitigate inflationary increases on the liability.
- 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 the 3 Mills Studios refurbishment, which is expected to complete in quarter 3. The forecast underspend in Park Operations and Venues capital expenditure is largely due to a re-profiling of expenditure on the Hostile Vehicle Mitigation project where new designs for three locations are expected later this year with construction to follow.
- 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:
  - **Full Business Case Budget** - the budget included in the Full Business Case to Government and the Mayor of London
  - **Current Baseline Budget** - the current budget, adjusted for approved changes throughout the lifetime of the project
  - **Total spend to date** - the cumulative expenditure incurred on the project as at time of reporting
  - **Anticipated Final Cost (AFC)** - the latest estimate of the final cost of the project, once all works are complete
  - **Variance** - this is a comparison of the AFC to the Current Baseline Budget
  - **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 last quarter
University of the Arts London		210.8	174.7	215.0	4.3	4.8
V&A		94.4	62.0	104.2	9.8	4.2
Sadler's Wells		94.9	64.2	112.3	17.5	8.2
BBC		86.9	55.6	99.8	12.9	6.6
Retail		8.9	6.1	8.9	0.0	-0.1
Public realm		57.1	26.8	65.1	8.0	3.3
Carpenters Land Bridge		8.1	7.6	8.8	0.7	0.5
Sitewide contingency		14.2	0.0	1.1	-13.1	4.3
<b>Stratford Waterfront Total</b>		<b>575.1</b>	<b>397.0</b>	<b>615.2</b>	<b>40.0</b>	<b>31.7</b>
LLDC Managed costs		58.3	47.6	58.2	-0.1	0.1
<b>Stratford Waterfront Programme Total</b>	<b>470.9</b>	<b>633.4</b>	<b>444.6</b>	<b>673.4</b>	<b>40.0</b>	<b>31.9</b>



### Commentary as at 30 September 2022:

- The East Bank AFC has increased in the quarter by £31.9m to £673.4m, £40m above the Current Baseline Budget. This is as a result of a deep dive review over the quarter by LLDC's project management partner into contractor accounts, programme and risks to complete following month on month increases in the AFC.
- As at last year's budget setting, the budget was held unchanged, but unfunded design risk was highlighted with mitigation plans in place. While some of this risk has since been mitigated, some has crystallised. In addition, design-related risks have continued to manifest themselves, resulting in delays to design completion and increased direct costs.
- These design risks have become issues as a result of delays in the design review process by the design team, protection of the architectural design intent, coordination issues, errors and omissions, and finalisation of Partner requirements. The effect of which is to prolong contractor design periods beyond 2022 and cause the construction works to become concentrated towards the end of the delivery programme in summer 2023.
- There has been no change to the overall forecast delivery date, however, programme float has been eroded and as a result of this prolongation and concentration of construction works, together with the effect of inflation, the contingency reserve is anticipated to be expended and additional GLA funding of £36m (net of Partner contributions) is now required to meet the revised AFC of the delivery of Stratford Waterfront.
- With one year to go to completion, significant risks remain and the AFC is contingent on concluding deals with key package contractors on programme and cost, the implementation of a revised approach to concluding the design process, no significant new design risks materialising and the conclusion of four main design issues (of which one now remains live, relating to V&A steel beam encasement).
- The additional East Bank funding requirement has been funded by positive movements in the Corporations long term model, with no additional borrowing or increase in borrowing limits required. This is largely as a result of the outcome of the procurement for a joint venture partner for the Stratford Waterfront and Bridgewater developments.

## REVENUE SUMMARY

	Full Year 2022/23			
	Actual to date £000	Full Year Forecast £000	Full Year Budget £000	Variance to Budget £000
<b>REVENUE INCOME</b>				
Commercial Strategy	0	340	340	0
Executive Office	3	5	5	0
Development	324	849	647	202
Finance, Commercial and Corporate Services	196	296	296	0
Park Operations and Venues	3,038	5,718	4,714	1,004
Trading (see breakdown below)	7,046	11,297	9,405	1,892
Planning Policy and Decisions	841	1,650	1,400	250
Regeneration and Community Partnerships	0	313	313	0
<b>Total Revenue Income</b>	<b>11,448</b>	<b>20,468</b>	<b>17,120</b>	<b>3,348</b>

<b>REVENUE EXPENDITURE</b>				
Communication, Marketing and Strategy	(1,077)	(2,475)	(2,060)	(415)
Commercial Strategy	(157)	(293)	(293)	0
Executive Office	(1,338)	(3,346)	(3,436)	90
Development	(205)	(528)	(320)	(207)
Finance, Commercial and Corporate Services	(3,139)	(6,745)	(6,674)	(71)
Park Operations and Venues	(5,335)	(12,015)	(11,065)	(950)
Trading (see breakdown below)	(4,470)	(12,008)	(9,294)	(2,715)
Planning Policy and Decisions	(1,765)	(3,349)	(3,058)	(291)
Regeneration and Community Partnerships	(1,065)	(3,388)	(3,402)	14
Stadium	(5,484)	(14,600)	(12,597)	(2,003)
Contingency	0	(593)	(1,956)	1,363
<b>Total Revenue Expenditure</b>	<b>(24,035)</b>	<b>(59,340)</b>	<b>(54,155)</b>	<b>(5,185)</b>
<b>Net Revenue Expenditure</b>	<b>(12,587)</b>	<b>(38,872)</b>	<b>(37,036)</b>	<b>(1,837)</b>

	Full Year 2022/23			
	Actual to date £000	Full Year Forecast £000	Full Year Budget £000	Variance to Budget £000
<b>TRADING</b>				
3 Mills Studios	1,648	1,701	1,505	196
ArcelorMittal Orbit (AMO)	209	46	(345)	391
Copper Box Arena	(440)	(894)	(688)	(206)
Kiosks	10	22	20	2
London Aquatics Centre	928	(2,599)	(1,303)	(1,296)
Off Park Properties	(40)	119	112	7
On Park Properties	200	478	522	(44)
Other Trading	(28)	193	93	100
The Podium	106	207	187	20
Timber Lodge Café	(18)	15	8	7
<b>Total Trading Net income/(expenditure)</b>	<b>2,576</b>	<b>(711)</b>	<b>111</b>	<b>(823)</b>

## 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 and Arcelor Mittal Orbit (AMO) are projected to exceed income targets driven by operating at higher than anticipated occupancy and delivering better than expected performance over the summer period. In August 2022, LLDC agreed with Equans to sub-let the AMO and Last Drop Cafe to a new operator, Orbit Live Limited, who will pay LLDC a fixed rent until the end of 2023; this is reflected in the forecast for the year.
- 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.
- Park Operations and Venues are showing £1.0m of additional expenditure this, which relates to the 10th anniversary events not included within LLDC's original budget (fully offset by additional income, see above) and the reprofiling of expenditure (from next year) relating to the reprocurement of LLDC's venue operators.
- The forecast overspend in Trading relates mainly to 3 Mills Studios where the additional costs are generating additional income (see above) and forecast additional subsidy for the London Aquatics Centre and Copper Box Arena being driven by an increase in utility costs.
- The Stadium forecast reflects the anticipated financial performance for E20 Stadium LLP Group. The 2022/23 forecast is expected to be £2.0m higher than budget, an improvement of £2.5m from last quarter. The forecast variance is a result of:
  - Significantly increased utility costs reflecting market prices; efforts are ongoing to reduce consumption, which could provide an opportunity to reduce costs;
  - Increased West Ham match day costs, which have remained higher than budget due to increases in LLW and other rates, inflation, additional matches, delays in the in-housing stewarding project and fan behaviour;
  - Offset by settlement of a number of disputes.

The above forecasts are reflected in the LLDC 2023/24 budget submission to the Mayor of London, due to be published on 25 November 2022.

## SAVINGS AND EFFICIENCIES

An update on additional income and expenditure savings against the target is provided below.

	2022/23		
	Target £000	Forecast £000	Variance £000
<b>ADDITIONAL INCOME</b>			
Park Operations and Venues	92	92	-
Trading	1,749	3,641	1,892
<b>Total Additional Income</b>	<b>1,841</b>	<b>3,733</b>	<b>1,892</b>
<b>EXPENDITURE SAVINGS</b>			
Communication, Marketing and Strategy	110	110	-
Executive Office	109	202	93
Finance, Commercial and Corporate Services	163	251	88
Park Operations and Venues	953	966	13
Trading	(301)	(3,134)	(2,833)
<b>Total Expenditure Savings</b>	<b>1,032</b>	<b>(1,607)</b>	<b>(2,639)</b>
<b>Total Additional Income/Expenditure Savings</b>	<b>2,873</b>	<b>2,126</b>	<b>(747)</b>

An update on additional income and expenditure savings is provided below:

- **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:** However, these are now more than offset by the additional inflationary pressures forecast on LLDC's operations, in particular at the London Aquatic Centre and Copper Box Arena (shown within Trading). There is also additional Trading expenditure to generate the additional income above.

LLDC's discretionary cost base is very limited, largely due to savings delivered over previous years. Savings identified in 2022/23, and otherwise being delivered, 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.

# 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. 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 earlier in 2022/23. Construction of the public realm is also underway.
UCL continue construction of their new university campus, UCL East, including completion of Pool St West site.	Works at the East Bank UCL East's One Pool Street and Marshgate sites have continued. 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 earlier in 2022.
Complete works at 3 Mills Studios: Custom House; Screening Room; and Gin Still.	Works have continued 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 innovation district.	Following the launch of SHIFT earlier in 2022/23 work has continued to develop the SHIFT programme, see commentary below.
<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 under 2.5m visits to the Park from April 2022 to September 2022 (see commentary below).</p> <p>The Park was awarded Green Flag Status for the ninth consecutive year in this period.</p>

## PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2022/23	PERFORMANCE AND COMMENTARY
<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 September 2022 there were: just over 165,000 visitors to the Copper Box Arena; and over 400,000 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 just under 70,000 visitors to the ArcelorMittal Orbit between April and September 2022.</p>
<p>Delivery of 10 year anniversary celebrations for London 2012.</p>	<p>Anniversary celebrations have continued in this 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 successfully in the summer include: the Hella Mega tour and Red Hot Chili Peppers concerts at the London Stadium (the Foo Fighters concerts were cancelled following the death of their drummer, Taylor Hawkins); and the Commonwealth Games Track Cycling at the Lea Valley VeloPark.</p>
<p>Continue Stadium operations including football, other sports and concerts.</p>	<p>The Stadium has continued to host Premier League and European football, as well as the successful series of concerts in Summer 2022 set out above.</p>
<p>Deliver an effective and responsive planning service: At least 70% of applications determined in time.</p>	<p>In this period at least 70% of all applications were determined in time; including 76% of applications in both July and August.</p>
<p>Delivery of Town Planning programme, including: Annual monitoring report publication Planning Obligations SPD and Carbon Offset SPD adoption and publication.</p>	<p>The Annual Monitoring Report was approved by Board and published in this period. The consultation period for the Planning Obligations SPD and Carbon Offset SPD completed in this period July, in preparation for their adoption to take place in the next period.</p>
<p>Support the opportunities at interim use sites including Hackney Bridge and ABBA Arena.</p>	<p>ABBA Voyage and Hackney Bridge have continued to operate successfully in this period.</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>The 2021/22 report is scheduled to be produced in the next period.</p>

## COMMENTARY ON KEY INCLUSIVE GROWTH PROJECTS

In this period, LLDC maintained safe and high- quality Parklands, supported by on Park, web and social media communications.

There were just under 2.5 million visits to the Park from April 2022 to September 2022, which is lower than the usual visitor numbers before the COVID-19 crisis. In 2019/20 there were just over 3.4m visitors to the Park in the same period. This is partially because the London Aquatics Centre's pools were closed from the start of 2022/23 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.



Her Majesty The Queen

1926 - 2022

The death of Her Majesty Queen Elizabeth II was announced in this period. LLDC are proud and honoured that the Park will forever carry Queen Elizabeth's name. When the death of the monarch was announced, planned changes to the Park were made including flags flying at half-mast during the period of national mourning. The stadium big screen featured a moving tribute to the monarch. On the evening that the Queen's death was announced the decision was taken to play West Ham's Europa League match that evening, mainly for safety reasons. Some events were cancelled but venues remain open. A Book of Condolence was available to sign at The Last Drop and a space for floral tributes was available at the Carousel Room in the south of the Park. LLDC used its communication channels to pay tribute to the Queen and to communicate what was happening on the Park.

In this period it was confirmed that the Park has been awarded the coveted Green Flag Award for the ninth year in a row. The award is the international quality mark for parks and green space.



This period saw a number of successful events held in the Park, including: Commonwealth Games Track Cycling at the Lea Valley VeloPark; the Rocket League Championship Series at the Copper Box Arena on 2 and 3 July; the Great Get Together on 23 July (see below); UK Black Pride on 14 August (see below); Professional Fighters League at the Copper Box Arena; and the Lea Valley VeloPark Race on 27 August; the Beautiful People music festival on 3 September; and the Tranzmission music festival on 4 September; the 'Dystopia to Utopia' dance performance co-produced by East Bank and East London Dance at Stratford Waterfront on 22 September; the Lee Valley VeloPark Race on 24 September; the London Halal Festival on 24-25 September. Events at the London Stadium in this period and activities to mark the 10th anniversary of the London 2012 Olympic and Paralympic Games are also set out below.

Events scheduled in the next period, include: the Vitality Netball International Series on 8-9 October; Chase the Moon 5km and 10km runs, the London Pulse Corporate Cup on 12 October; the Poppy Run on 12 November; Supernova London on 19 November; London Basketball Classic on 24-26 November; Lee Valley VeloPark race on 26 November; and London Half Marathon and 10k on 27 November.

The rescheduled Rugby League World Cup wheelchair tournament will be held at the Copper Box Arena from 3-9 November. The Arena will play host to the England, Australia, Spain and Ireland wheelchair rugby league sides as they compete for glory at this historic and exciting event. This will be the first time the wheelchair competition is included in the Rugby League World Cup main event, in a breakthrough moment for the sport.





The flagship free community event – the Great Get Together – returned to the Park on 23 July, as part of the celebrations to mark 10 years since the London 2012 and Paralympic Games. Activities included 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. More than 30 local organisations, East Bank and Park partners and professional acts were engaged with the event attracting in excess of 25,000 visitors in the south of the Park and on Stadium Island during the afternoon and evening.

Key objectives for the event were to increase local attendance and attract a more diverse audience and based on-site surveys: 62% of visitors were from local boroughs representing an increase on previous figures; and over 70% were from Black, Asian and Minority Ethnic backgrounds (compared with the most recent figure of 39% of people from these communities visiting the Park on normal days). This was one of the busiest single day events hosted by LLDC since the Park opened with a higher attendance than the previous busiest Great Get Together event, when an estimated 13,000 people attended in 2018.

UK Black Pride held their annual event on the Park for the first time on 14 August 2022. The event is the Pride celebration for LGBTIQ+ people of African, Asian, Caribbean, Latin American and Middle Eastern-descent and it attracted an estimated 25,000 people throughout the day, making it the largest Black Pride event in the world.

### London Stadium

A successful summer of events at the London Stadium completed with the London Halal Food Festival on 9 and 10 July and Wing Fest on 16 and 17 July.

Work completed to prepare the London Stadium for the return of Premier League Football. This included completion of works on the London Stadium’s West Stand. 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; 1,700 in the new West Stand lower tier, and 800 by uncovering seats in the upper tier. West Ham United played their first match of the season against the league champions Manchester City on 7 August.

In this period, UK Athletics announced the return of the Diamond League for a prestigious meet at the Stadium on 23 July 2023. Ahead of the event, UKA is hosting a festival of athletics to engage the local community, schools and clubs including the return of the successful London Borough Connect Relays and races for young para athletes.

### 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, including the Mayoral Anniversary Flame Lighting and the Celebrating 10 Years Festival Site:



More than 250 athletes, stakeholders, Park partners, community participants, school children and youth workers attended the **Mayoral Anniversary Flame Lighting on 22 July** which attracted significant national media interest. The content was focused on the legacy and included input from Sadler’s Wells Breakin’ Convention, Gainsborough Primary School, disability dance group Membre and the Games Maker Choir. Host Chris Hoy and Olympic champions Ellie Simmonds and Christine Ohuruogu were included in the presentation. The feedback from the Mayor and guests including the IOC, IPA, BOA and Park partners was overwhelmingly positive with special mention given to the content including strong community, inclusive and legacy messages.



The **Celebrating 10 Years Festival Site** had 16 days of diverse programming and screenings, including the Commonwealth Games and a special rescreening of the Olympic Opening Ceremony in aid of the Tessa Jowell foundation. Local organisations were engaged to provide content with more than 30 taking part. The site was particularly popular with local families and those with young children with figures peaking during the afternoon family oriented event. More than 25,000 people attended during the run of the site.



The digital 10 year anniversary campaign has continued through the summer with good reach for the content including videos which have covered subjects such as Badu Sports, housing and inclusive economy. There was extensive media coverage through the summer, with the vast majority positive, including extensive coverage on the BBC, Sky and in national, regional and local media and social media channels. The BBC broadcasted live from the Park all day on 27 July and all major broadcast news programmes featured the flame lighting event on 22 July.

### SHIFT: INCLUSIVE INNOVATION DISTRICT

Areas of activity on SHIFT in this period include:

- Recruitment of an Innovation Manager and Data/Digital Manager.
- Work on the SHIFT Business Plan continued for completion in November.
- Exploring a number of grant proposals and engaging with local authority partners as well as initiating new innovation trial ideas.
- Attending a number of events, locally, regionally and internationally.



### Town Planning

Achievements in this period include two major applications for purpose built student accommodation receiving approval at the September Planning Decisions Committee (PDC) meeting. Work continues across a number of major applications, with Pudding Mill Lane scheduled for decision at PDC in October, and at pre-application stage for developments in East Village and Hackney Wick Fish Island. Work has continued on the MSG s106 agreement and the



additional advertising controls requested by PDC in March, with these measures programmed to be reported back to PDC for briefing in October/ November. On planning policy, the consultation period for the revised SPDs on Net Zero and Planning Obligations has closed, with the aim to adopt these documents at the end of October. Follow-up work on the recommendations in the report on the Women and Girls Safety project has continued in this period.



### **East Bank**

At Stratford Waterfront, construction work has continued. The four building structures are now well progressed and construction of the public realm underway.

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) is progressing. 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 nil this quarter. For Mayoral CIL, LLDC received a total of £7,528.85..

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Issue relating to East Bank: increased budget requirements and pressures on the programme.		Management of Project Management Partner, focus on risk mitigation, design management and partner engagement. Engagement with GLA Finance.	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 development, 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. The Reserved Matters Application was recommended for approval by the Planning Decisions Committee in this period. The vacant possession process has commenced ahead of start on site which is scheduled for early 2023.
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 the land swap has completed. The SQ (Sifting Questionnaire) stage of procurement for the developer has been launched. The next ITT stage of procurement is scheduled to commence in the next period.
Chobham Manor development complete: all 880 units built and occupied.	<p style="text-align: center;"><b>COMPLETE</b></p> <p>Construction of the final homes at Chobham Manor completed in this period, with construction of Phase 4 completing.</p>
East Wick and Sweetwater phase 2 construction commences.	Phase 2 Early Works have started on site with the hoarding erected and tree removal, main works are due to commence in the next period.
Developer selected for Stratford Waterfront and Bridgewater residential development; joint venture established.	<p style="text-align: center;"><b>COMPLETE</b></p> <p>It was announced in this period that following a procurement process, Ballymore and LLDC have formed a Joint Venture to deliver Stratford Waterfront and Bridgewater Triangle.</p>
Planning consent granted for Bridgewater Triangle.	Outline Planning for Bridgewater Triangle was approved by the Planning Decisions Committee in this period, subject to work on allotments and completion of S106 negotiations.

## PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2022/23	PERFORMANCE AND COMMENTARY
Progress development strategy for Bromley by Bow.	<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>
Stratford Station Strategic Outline Business Plan submitted.	Work underway to support the submission of the Strategic Outline Business Plan by the end of 2022/23.
Progress delivery of enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park.	Stage 1 feasibility complete for Bow East A12/Wick Lane junction. Stage 3 design complete for Stratford Walk.
Complete sale of Chobham Farm.	A purchaser for the Chobham Farm North site has been approved with a view to complete in the next period.
Agree delivery strategy for Aquatics Triangle.	Viability concerns likely to postpone Aquatics Triangle.
Delivery of the Great Get Together and any smaller community events on the Park.	<p><b>COMPLETE</b></p> <p>The Great Get Together was held successfully in this period, see commentary above.</p>
Delivery of an annual Youth Conference in conjunction with partners.	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.
Delivery of visitor services through Park Champion volunteers, the Information Point and Park Champions.	Mobility Service and Information Point are open. The Information Point operations has moved to the nearby Pavilion building at IQL.

## COMMENTARY ON KEY COMMUNITY 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 phase - Phase 4 - completed in this period. Phase 4 sales are progressing well with 144 of 161 market sale homes sold.



### 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 - totaling 744 homes - allowing detailed design work to progress. Of these, 226 homes are affordable. All future phases of the development have now been approved.

Phase 2 Early Works have started on site with the hoarding erected and tree removal, main works are due to commence in the next period.

### 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.

The Reserved Matters Application was recommended for approval by the Planning Decisions Committee in this period. The vacant possession process has commenced ahead of start on site which is scheduled for early 2023.

### 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.

The Outline Planning application for Pudding Mill Lane was submitted in December 2021, in line with programme with determination anticipated at the October Planning Decisions Committee meeting.

It was announced in this period that following a procurement process, Ballymore and LLDC have formed a Joint Venture to deliver Stratford Waterfront and Bridgewater Triangle. The Joint venture will create almost 1,200 much-needed new homes - 575 at Bridgewater Triangle (50% affordable) and 600 at Stratford Waterfront (35% affordable) - and ground floor retail spaces. Outline Planning for Bridgewater Triangle was approved by the Planning Decisions Committee, subject to work on allotments and completion of S106 negotiations.

### 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.

Work underway to support the submission of the Strategic Outline Business Plan by the end of 2022/23.

### Living Places

The Legacy Youth Board presented at the LLDC Board in this period, including updates on the collaborative work that Legacy Youth Board and SHIFT are undertaking. This set out the importance of the insight brought by young leaders through the Legacy Youth Board and Future Me Future Youth on the development of the SHIFT programme, which is in its early stages.

The Board were also updated on the work of LLDC's Inclusive Growth, Education and Skills team are in the process of evolving their Youth Engagement Programme, which includes the Legacy Youth Board. This will look to address the areas raised by the Legacy Youth Board in developing a more outward facing model. This model will build on the work of the Legacy Youth Board, our wider youth groups and networks alongside the physical assets on the Park aimed at young people, to broaden reach and further open up access to opportunities on the Park.

In particular, the team will look to work with the Legacy Youth Board as follows:

- Support the Legacy Youth Board in the development of its new brand identity to establish a more outward approach to the work that they do, ensuring that there are mechanisms in place to reach and benefit local young people.
- Provide the opportunity for the Legacy Youth Board to be part of the bi-annual Your Neighbourhood Talks events on the Park, to enable them to have a platform to showcase their work and to engage with wider residents and community stakeholders.
- Continue to support the Legacy Youth Board to deliver an annual youth conference to actively involve, engage and reach local young people.
- Support the Legacy Youth Board to build their network to enable them to collaborate and partner with local Boroughs, youth and community organisations, to ensure the Park is accessible to all and that opportunities are responding to local needs.
- Strengthen further the connection between the Legacy Youth Board to the work of

the Good Growth Hub and Build East, supporting with the reach in connecting local young people into jobs, skills and training opportunities.

- Enable the Legacy Youth Board to host an event on 20 October 2022, to launch the new brand to representatives from the local Boroughs, local community and youth stakeholders. The invitation to this event will be extended to the LLDC Board to provide the opportunity for LLDC Board members to feed into the Legacy Youth Board's forward plans and ways of working.

The Park Panel meeting in July 2022 met at LLDC's offices and focused on Stratford Walk and Westfield Avenue consultations.



The **Your Neighbourhood Talks** was held on 28 September at Hackney Bridge with a focus on young people, employment and skills, sustainability, neighbourhoods and venues and SHIFT. There was good representation from across park partners including East Bank, Here East, London Stadium, Good Growth Hub, Build East, along with wider developer partners and local community organisations, showcasing their programmes, building connections with one another along with the 100 plus residents in attendance. The event also saw the re-launch of Mobile Garden the community food growing project on the Park, this is now being run by Our Parklife and will deliver workshops and activities for the local community throughout the year.

The Chobham Manor Community Facility café was fitted out in this period and the café has opened providing employment opportunities for adults with special educational needs and local people. The community space is open piloting activity with local community groups to activate the space. There are plans for the full space to be officially opened and for the community space to be named this winter.

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Stratford Station insufficient for growing demand, risk that improvements are not delivered	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
Issue relating to carbon savings from the District Heating Network, impact on budget and housing delivery		Liaison with GLA, central government and with Equans.	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 delivering 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.	G
Risk relating to successful Park and venue operations, including successful procurements	Poor visitor experience, financial impacts.	Contractual and working arrangements in place with operators; communications and marketing.	A
Risk relating to delivery of Rick Roberts Way programme to meet Planning deadlines.	Financial and programme impacts.	Close working between LLDC functions, monitoring of economic climate, manage procurement programme to ensure that this runs to programme, flag any issues early.	R

# 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"> <li>• 28% of the workforce have permanent residency in Host Boroughs</li> <li>• 25% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 5% of the workforce are apprentices</li> </ul>	<p>The most recent construction figures available are to end of July 2022.</p> <ul style="list-style-type: none"> <li>• 23% of construction employees working on the Park are Host Borough residents</li> <li>• 79% of the workforce are from Black, Asian, and Minority Ethnic (BAME) groups</li> <li>• 6% of the workforce are women</li> <li>• 4% of the workforce are disabled people</li> <li>• 4% of the workforce are apprentices</li> </ul> <p>LLDC has implemented performance improvement steps with Mace, the programme management partner, to review under-performance for apprentices.</p>
<p>End-use</p> <ul style="list-style-type: none"> <li>• 25-85% of the workforce are from Host Boroughs</li> <li>• 25% are from BAME groups</li> <li>• 50% are women</li> <li>• 3-5% are disabled people</li> <li>• 5% are apprentices</li> </ul>	<p>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"> <li>• 70% workforce Host Borough residents</li> <li>• 28% workforce are from BAME groups</li> <li>• 58% workforce are women</li> <li>• 1% workforce are disabled people</li> <li>• There are no apprentices currently working across the two sites</li> </ul> <p>Estates and Facilities Workforce performance as of March 2022:</p> <ul style="list-style-type: none"> <li>• 65% workforce Host Borough residents</li> <li>• 62% workforce are from BAME groups</li> <li>• 30% workforce are women</li> <li>• 8% workforce are disabled people</li> <li>• 6% are apprentices</li> </ul>
<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 STEP 5 2022/23 programme.	<p><b>COMPLETE</b></p> <p>STEP 4 2021/22 completed in this period and STEP 5 commenced in spring 2022, see below.</p>
Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.	The Real World Learning Programme at School 21, a blend of classroom and work experience, will start in the next period, including 2 placements based with LLDC.
Progress EAST Education, an education engagement programme with East Bank partners.	<p><b>COMPLETE</b></p> <p>East Summer School 2022 was held successfully in this period, see commentary below.</p>

## COMMENTARY ON OPPORTUNITY 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 an industry-led collaboration between two functional bodies (TfL and LLDC) working together through the Mayor's Construction Academy. A range of pre-employment 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 Growth Borough residents is ongoing and being commissioned specifically by Local Authority officers engaging with Build East.

In this period:

The ESF programme for pre-employment training has continued and seen an increase in Growth Borough residents taking up a range of training activities. Build East are working with Women in Construction / Laing O'Rourke to deliver pre- and apprenticeship courses for form work and steel fixing and individual boroughs are now commissioning bespoke courses at Build East.

New areas of focus for Build East include developing their green skills offer with training in a range of programmes from horticulture to cladding systems.

Preparations made for the opening of the new Construction Skills Certification Scheme (CSCS) accreditation testing centre, scheduled for 7 October 2022. The centre was funded by a grant from LB Newham and will enable local residents to secure the CSCS cards needed to work on-site quickly and efficiently and is being opened by the Mayor of Newham.

**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 the GGH:

- Supported the delivery of East Summer School on the Park.
- Developed a proposed recommended scope for an improvement project to further develop the GGH website.
- Delivered activities to provide all unsuccessful candidates who applied to STEP with support through existing services.

**STEP** placements continue to be oversubscribed; 200+ candidates applied for the 22 placements on STEP 5 which commenced in Spring 2022. Building on the success of STEP 5, the GGH engaged local businesses to generate an additional 10 placements for STEP 6 which will commence in November 2022. STEP 6 Placements will occur across a range of sub-sectors in the creative and cultural industries including Marketing & PR, Museum & Galleries and Fashion. Bespoke support is being offered to previously unsuccessful STEP applicants to increase their chances of being successful in securing a place on STEP 6. The GGH team is also working with local boroughs, community partners and local job centres on recruitment and selection of young people for STEP 6. Employers recruiting local talent for the programme as also undergoing inclusivity training to support the recruitment and selection process.

**Shared Apprenticeship Programme:** following the successful completion of a Feasibility Study, UCL have contracted London Progression Collaboration (LPC) on behalf of the East Bank partnership, to deliver a Shared Apprenticeship Programme that forms one strand of the New Talent Future Leaders (NTFL) Programme. Through the Shared Apprenticeships Programme, East Bank partners will deliver 220 apprenticeships over 3 years. Apprentice starts will be within East Bank organisations and through their supply chains. The partnership will also explore using their apprenticeship levy to support other local businesses create apprenticeships.

The programme will develop an inclusive apprenticeship charter to ensure there is a consistent and accessible approach to delivering apprenticeships across the partnership. The programme will also how partners can transfer levy to other organisations as well as exploring the development of a tailored standard to be delivered across multiple organisations. LPC will begin developing the programme in October, working closely with the GGH and local partners to ensure provision is not duplicated and existing services and networks are leveraged.

### **EAST Education**

**East Summer School** returned for a fifth year to the Park delivering an exciting, free, interactive and high-quality programme run by world-leading creative, cultural and education organisations for young people aged between



12 - 17, living or going to school in Hackney, Newham, Tower Hamlets and Waltham Forest. The programme of short courses included radio producing, dance, design fashion for stage, textile and embroidery, sustainability and green energy solutions. Sessions also included young people recording and producing their own radio show with BBC Asian Network DJ's and producers and interactive sessions giving an insight to Kathak dance with Sadler's Wells Young Associate and BBC Young Dancer finalist Vidya Patel as well as sessions with Breakin Convention - Moving Rap, combining dance and rap.

East Bank partners were all involved in running sessions along with a wide range of other local partners including FFL, Staffordshire University, Mace, Class of Your Own, Badu Sports, Social Ark, Rosetta Arts and more.

Statistics from the Summer School include:

- 30 courses ran overall, ranging from one day courses right through to 5 day courses.
- 94% of attendees were local from the 4 boroughs the majority of those outside the boroughs were from Redbridge or Barking and Dagenham. (Newham 47%, Hackney 22%, Waltham Forest 21%, Tower Hamlets 10%).
- 88% of participants were from a Black, Asian and Minority Ethnic background. 62% were female; 35% male; and 3% non-binary.
- 14% of participants required additional support needs (disability, health condition, learning needs, or language requirements).

A well-attended final celebration event was held at the 10 year anniversary live site, with dance and music performances from the participants along with exhibition and screen displays of some of the work created by the young people.

## 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
Current national economic position and the projections over the coming months have the potential to have a negative impact on LLDC's objectives and activities.	Budget pressures and a reduction in benefits for the Park and surrounding area.	Close monitoring, engagement with GLA finance, project management of individual projects.	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
<p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p>	<p>Work is underway to conclude the audits of the annual accounts ahead of external audits later in 2022.</p>
<p>Park operational contracts tenders issued to the market.</p>	<p>Appointment of the preferred bidder for the security contract was made in this period, following a procurement exercise. Commencement of procurement for the other contracts is anticipated later in 2022.</p>
<p>Progress LLDC's Transition strategy including Mayoral approval for proposed new arrangement and completion of consultation.</p>	<p>Following the Board's approval for the proposed approach to Transition at the March 2022 meeting, the Mayor of London approved the approach in this period allowing consultation to commence in the next period.</p>
<p>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.</p>	<p>There have been no RIDDOR reportable incidents in 2022/23.</p>
<p>Deliver improvements for the safety of women and girls on the Park.</p>	<p>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. The project won 'Highly Commended for Best Project' at the Royal Town Planning Institute 2022 Awards for Planning Excellence.</p>

## COMMENTARY ON SUPPORTING DELIVERY MILESTONES

### Communications, Marketing and Strategy

The main marketing and communications focus in this period, work was 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. The customer database and social media channels have seen significant growth in this period. The IOC has congratulated London on its campaign to celebrate the legacy achievements. Dozens of broadcasts came from the Park during this period including BBC News, Gardeners' Question Time, This Morning and Sky Sports. See separate section for more information.

The team also supported the promotion on the Great Get Together driving the 25,000 plus attendance with the focus on the local community. The team worked towards a relaunch of the LLDC website home page, scheduled for the next period.

Following the death of Her Majesty Queen Elizabeth II in this period, LLDC used its communication channels to pay tribute to the Queen and to communicate what is happening on the Park. Employee engagement continues with a large scale in person event and work to improve the intranet.

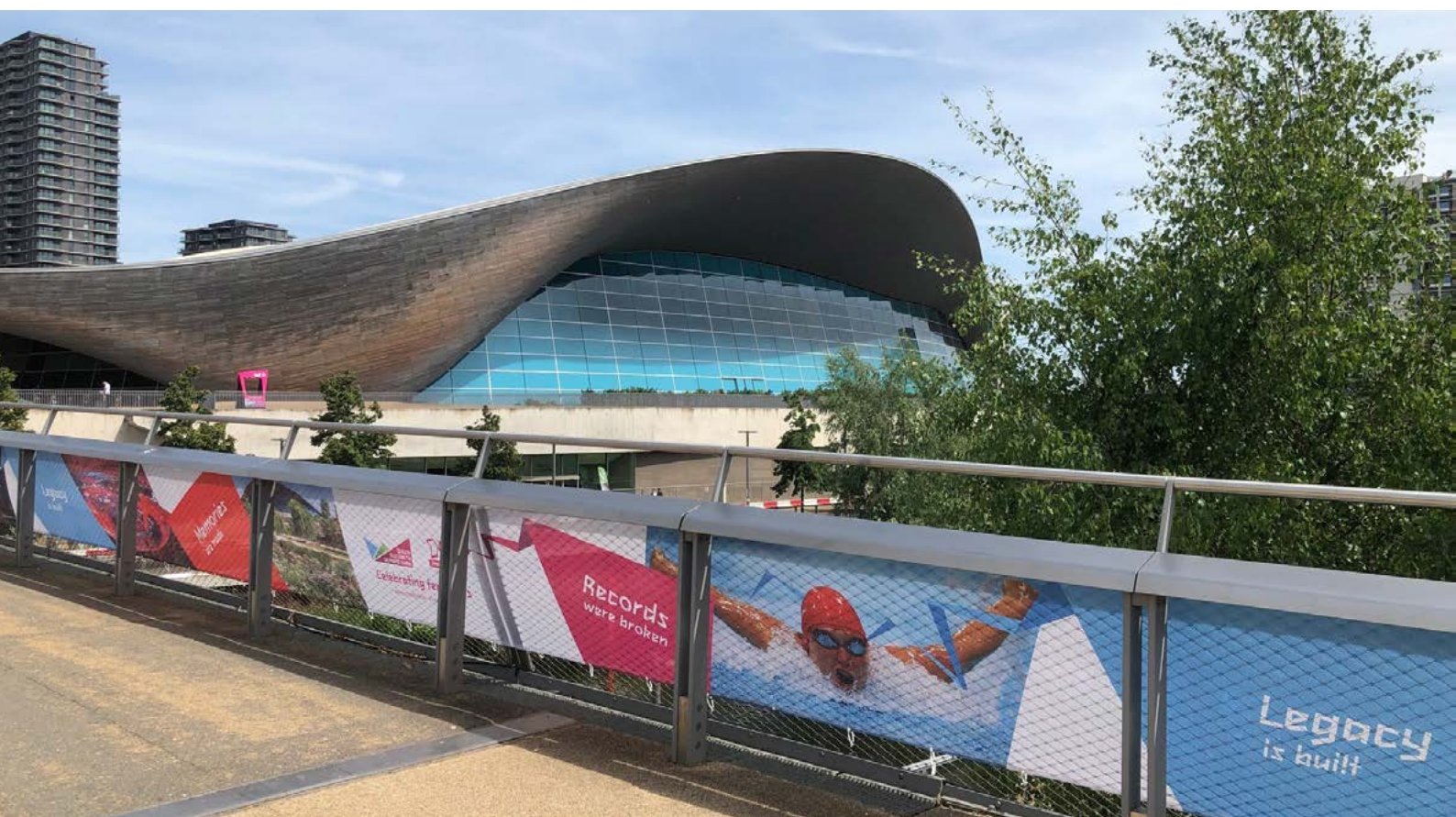
### Transition

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.

In this period, following recommendations from the LLDC Board, the Mayor agreed:

- Town Planning powers will return to the four neighbouring boroughs on 1 December 2024
- From April 2025 LLDC will maintain its Mayoral Development Corporation status and will have a reduced remit, a reduced area



(subject to consultation) and a reconstituted Board and governance structure.

- The organisation will focus on oversight of Inclusive Economy (working closely with the four neighbouring Boroughs); estate, commercial and asset management; and the completion of the development programme (by 2032).

In the next period, in line with the requirements of the Localism Act 2011, LLDC will launch a focussed consultation on behalf of the Mayor, on proposals for a reduced Mayoral development area and will report on the outcome of this by early 2023.

### Finance

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

### Health and Safety

In this period accidents remained low proportionate to the visitor numbers. There has been low level Anti-Social Behaviour such as cannabis smoking and indecent behaviour and a slight increase in phone snatching on the Park.

The following incidents have been reported at East Bank in this period, with resulting lessons learned and briefings to operatives where required:

- An electrician caught their forearm on a transformer box and required stitches, returning to work the next day.
- A plastic shim weighing 5 grams dropped to the ground from the 12th floor, no injuries were sustained.
- During installation of Double Saw Tooth steelwork an operative sustained a crush injury to their index finger, resulting in two days' lost time.
- An operative stepped on the temporary cover which was protecting the floor conduits which led them to roll and twist their left ankle, resulting in two days' lost time.
- An operative received superficial burns to their arm from a spillage of hot melt, resulting in treatment assessment at A&E, returning to work the next day.
- A spillage of concrete down the external facade of a building with no injuries sustained.

### 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 [add](#). LLDC is working on a charter with stakeholders, as well as an action plan to deliver on the recommendations of the report.

In this period, LLDC's Safety of Women and Girls Project won 'Highly Commended for Best Project' at the Royal Town Planning Institute 2022 Awards for Planning Excellence.

# The Safety of Women and Girls

on and around Queen Elizabeth Olympic Park

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).**

## 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 improving 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
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

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
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, impacting on long term model.		Close working with the GLA and management of impacts.	A

