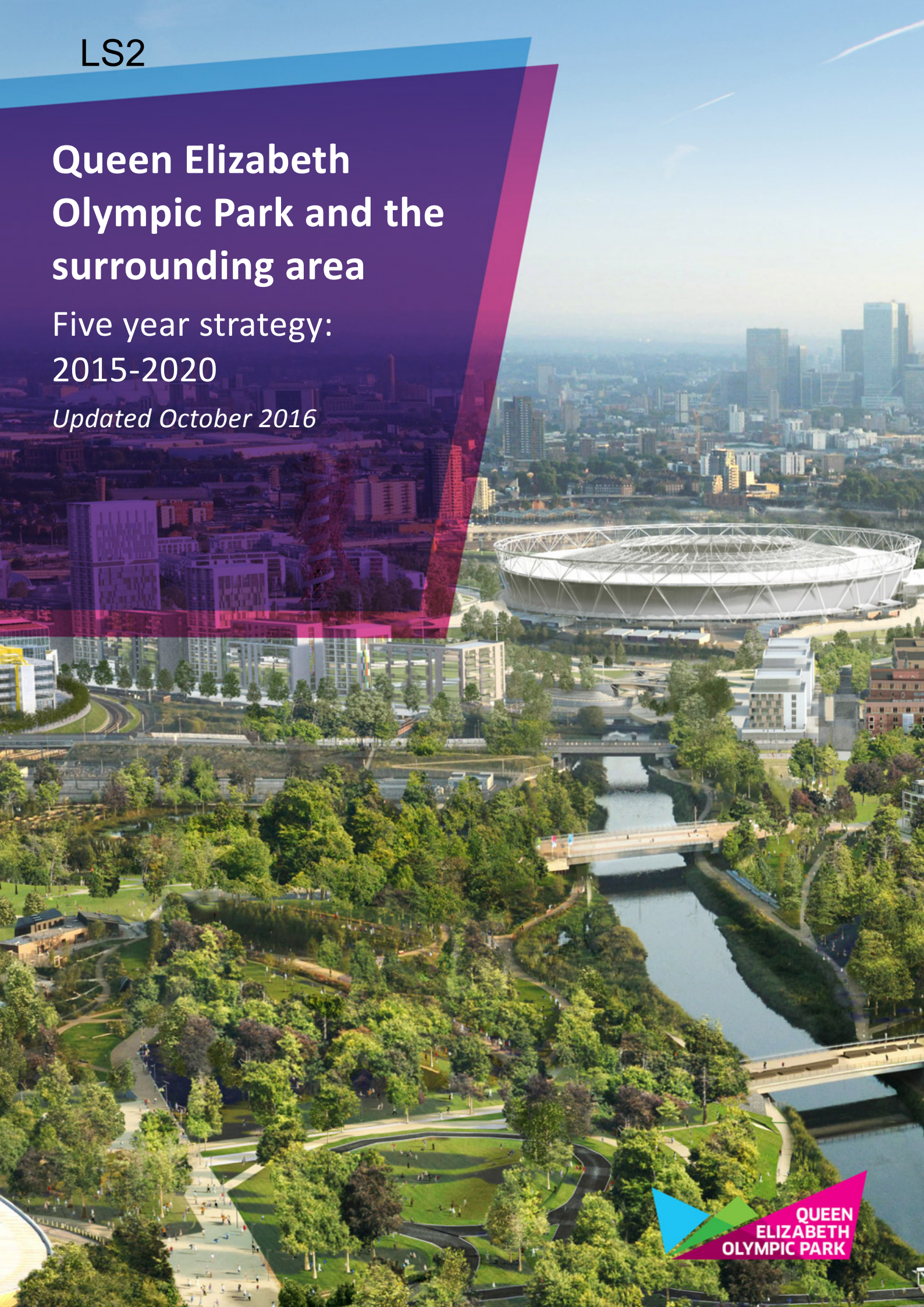


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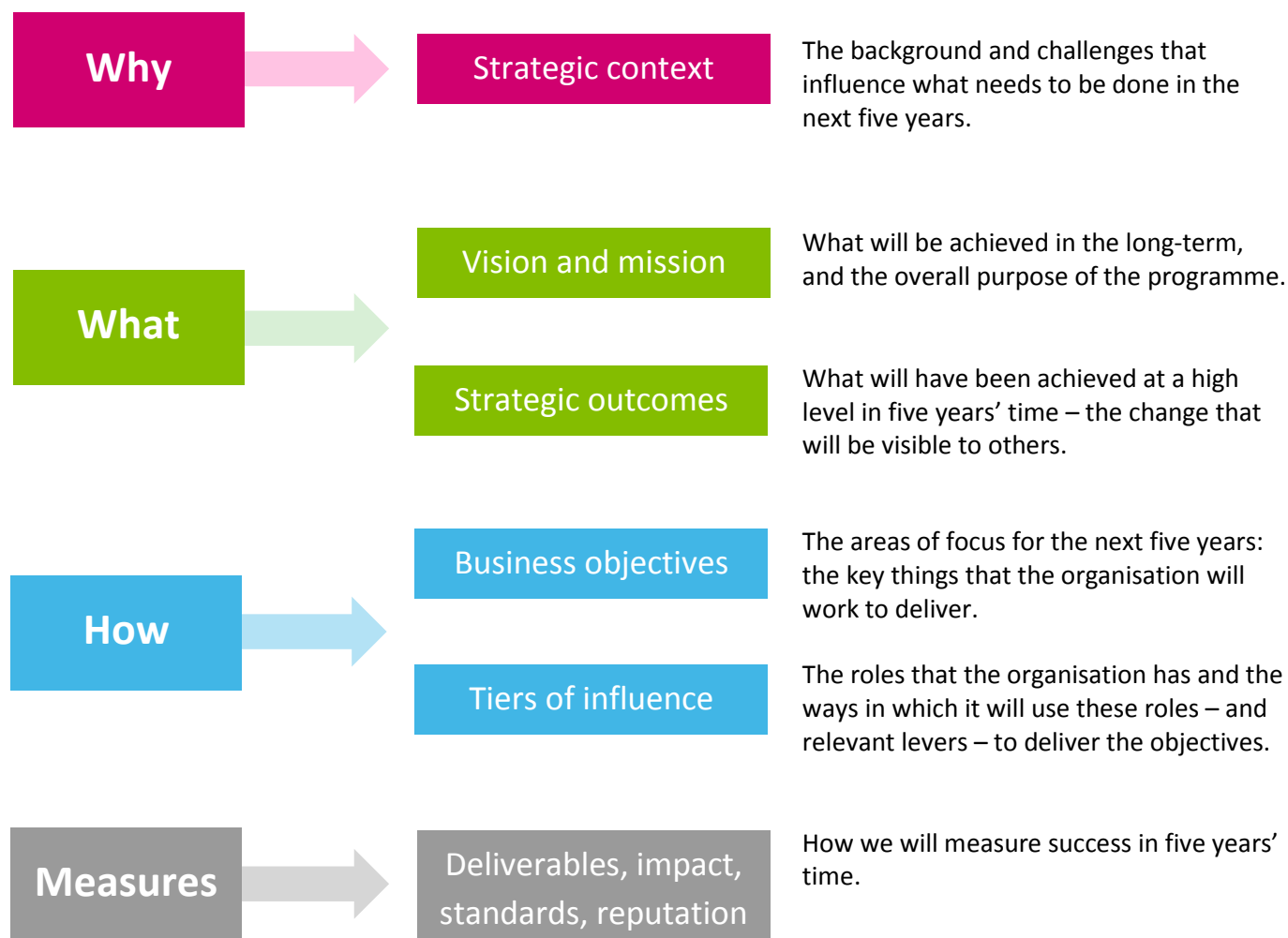
Queen Elizabeth Olympic Park and the surrounding area

Five year strategy:
2015-2020

Updated October 2016



Overview



1. Why? Strategic context

When London was awarded the 2012 Olympic and Paralympic Games in July 2005, the world was responding not only to a vision of a spectacular summer of sport, but also to an inspirational transformation programme that would last a lifetime - 'the regeneration of an entire community for the direct benefit of everyone who lives there'. A core part of the vision was to inspire young people and to deliver a stronger future for them. The host boroughs contained some of London's most deprived neighbourhoods and communities, and ambitious plans had long been fostered to regenerate this part of east London: to transform the post-industrial landscape while preserving local heritage, and to create stronger economic conditions and better life chances for its residents.

The financial and emotional investment from the London 2012 Games gave a huge boost to these plans and significantly changed perceptions of east London. Over ten years on from the successful bid to host the Games, this part of the capital is almost unrecognisable.

Enhanced transport and social infrastructure, new homes, new business space, world class sporting venues and facilities, and the largest urban shopping centre in Europe have already ensured that Stratford is fast becoming a new metropolitan centre, rebalancing the city eastwards. The establishment of Queen Elizabeth Olympic Park, with its attractive, biodiverse and extensive parkland and recreation areas, as one of the capital's leading attractions has increased the area's pull as a destination for domestic and international visitors alike. And there has been good progress in delivering the 'convergence' ambition to enhance the social and economic chances of residents of the area in line with the rest of the capital¹ with, for example, local employment rates and household incomes, as well as pupil attainment levels, improving. As the fortunes of those in the east London boroughs neighbouring the Park (former 'host' boroughs of Newham, Hackney, Tower Hamlets and Waltham Forest) improve, it will be important to ensure that the impact of regeneration in the area extends throughout the capital, and that the opportunity that this brings can be accessed by all regardless of gender, disability, race or background.

So much has been achieved, but there are significant opportunities to do more. London as a whole needs dynamic change and evolution in order to keep its place as a truly global city which benefits the whole of the UK through its economy and innovations. The city faces the challenge of developing its infrastructure to serve a population that is projected to top 11 million by 2050, while the space for new growth is constrained. There is a shortage of decent homes that are accessible and genuinely affordable to those who live in the capital; new transport links, schools and colleges are needed, as well as more accessible green space and a plan for tackling issues such as energy use, waste, and air pollution. It will be important to maintain the capital's position as the world's greatest commercial centre, supporting business, increasing opportunities and skills, and ensuring that it remains competitive in the global market. And the city needs to build on its reputation as an artistic and cultural centre which makes it such an exciting place in which to spend time.

The programme of change centred on Queen Elizabeth Olympic Park will do exactly these things. It will build on the transformation that has already taken place in and around Stratford, further driving growth and investment by creating an inspiring and innovative place where people want – and importantly can afford -

¹ The Growth Borough's Convergence Strategy provides that 'within 25 years the residence of the Boroughs that hosted the Olympic and Paralympic Games will have the same social and economic chances as their neighbours across London'. Queen Elizabeth Olympic Park and its contribution to meeting the convergence agenda was identified as the top priority in the GLA's London Plan (to 2031).

to live, work and visit. As well as new homes and the development of a thriving business district, it will include the creation of a dazzling arts and culture cluster, and a forward-looking education and innovation presence. Of key importance will be to fully integrate this with the surrounding area and to create a weight of opportunity, success and interest that will make it a new heart of the city in spirit as well as name.

One of the strengths of the Queen Elizabeth Olympic Park programme has been its flexibility, in the way the plans for the area have evolved as the strategic challenges have developed. For example, the residential developments at East Wick and Sweetwater were accelerated by six years in 2014 in response to changing local need. The latest iteration has been similarly responsive: delivery of new homes at Rick Roberts Way and Pudding Mill will be brought forward, and the proportion of affordable homes within those developments increased, in order to respond to the housing crisis and the lack of homes currently available to Londoners.

The plans for the Culture and Education District reflect a similar evolution in our programme: a response building on the success of securing the future of the site and venues, and a recognition that these plans would only truly deliver the full potential benefit to the local community if enhanced by the injection of enterprise, high quality employment and aspiration that a grouping of great universities and cultural bodies can bring. Education, arts and culture are now firmly at the heart of Queen Elizabeth Olympic Park, and will be fully knitted into existing arts and culture and education provision and communities in the surrounding area.

This will help to draw visitors out to the wealth of cultural opportunities in east London, supporting one of the key goals of the GLA's cultural tourism vision. The Culture and Education District will also embed higher education, innovation and enterprise at the heart of the Park – the area around Queen Elizabeth Olympic Park will ultimately host five universities, three of them newly located here. It raises the ambition for delivering more jobs and opportunities for local people, and for utterly reshaping perceptions of east London.

The Culture and Education District complements similar developments elsewhere in London; only seven minutes away by high speed rail link, the Knowledge Quarter at King's Cross brings together a similar range of institutions in collaboration, creating an axis of the knowledge economy. Making connections between these developments will see Queen Elizabeth Olympic Park help to shape a real powerhouse for London.

This strategy sets out the programme of change that will be delivered in and around Queen Elizabeth Olympic Park over the next five years, and outlines how LLDC will deliver this in collaboration with key partners. The strategy has been updated since it was originally published in 2015 to reflect changes in political priorities and developments in key areas. Progress against its outcome measures will continue to be reported upon annually via the LLDC corporate reporting process.

2. What?

a. Vision and mission

Vision: Creating a dynamic new metropolitan centre for London

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

The future for a London with a population growing towards 11 million people is one of multiple centres of gravity, and one in which national and international visitors are drawn not just to the traditional centre and West End but also – in numbers – to east London. The London Plan published by the Greater London Authority (GLA) identifies Stratford as a major centre with the potential to be a metropolitan centre.

Queen Elizabeth Olympic Park will be a vital contributor to that ambition, with a key role to play in extending the benefits of that geographic heart to the boundaries of the Mayoral Development Corporation (MDC) areas of responsibility – Hackney Wick and Fish Island, Bromley-by-Bow, Pudding Mill and Stratford.

The vision of the London Legacy Development Corporation (LLDC) is that the Park will be a huge draw in itself, as somewhere to live, work and play: taking a place that was the focus of attention for billions of people round the world for a few weeks in 2012 and making it a permanently attractive destination in a way that Olympic cities have never managed before. That vision, however, must be located in the wider ambition for the area if it is to have the regeneration impact promised in the Olympic bid.

b. What's been achieved so far

The Olympic Park was designed with legacy in mind: venues with a viable long-term use, and employment and skills schemes to ensure that local people benefitted from the opportunities in the construction phase.

Work on the Legacy Communities Scheme (LCS) and the future design and operation of the Park (including securing a deal for the future of the Athletes' Village -now East Village - and appointing long-term operators for most of the venues) began well before the London 2012 Games.

Building on work initiated by the Olympic Park Legacy Company from 2009, the London Legacy Development Corporation (LLDC) was formed in April 2012 as a Mayoral Development Corporation to deliver the next phase. Since then, LLDC has overseen major transformation and delivered significant achievements:

- All of the permanent venues from the Games being successfully operated, providing high standards of customer service, generating jobs and skills for local people, delivering high profile events and attracting significant visitor numbers to the Park.
- The transformation of the Stadium into the only venue in the UK able to host both world-class football and athletics events, as well as concerts, rugby and other activities.

- The physical transformation of Queen Elizabeth Olympic Park from a Games-time venue into a visitor destination for local, regional, national and international visitors, with brand new parklands and playgrounds.
- The establishment of a varied programme in and around the Park covering sports participation, high profile sporting events, and large and small-scale public entertainment events including an arts and culture programme.
- A strategic plan for new homes, public space and social infrastructure (schools, libraries, health and community centres), reviewed and accelerated to meet changing demand: developers appointed for the first three neighbourhoods (Chobham Manor, East Wick and Sweetwater) and building begun at Chobham Manor, with the first homes already occupied and the first school open.
- Job opportunities: more than 11,000 people have worked on the Park since the end of the Games, including over 200 young apprentices. More than 25% of the construction workforce was recruited from the neighbouring boroughs, and more importantly, the long term operational jobs are going predominantly to local people. Those from neighbouring boroughs currently make up 72% of the staff at the Copper Box Arena and London Aquatics Centre, and over 60% of estates and facilities management staff at the Park.
- The biggest investment of any host city in Paralympic legacy delivered through inclusive design, an annual National Paralympic Day, inclusive sports programmes, a permanent space on the Park (Mandeville Place) marking the most supported Paralympics to date - and a long term future for the programme established through the new Global Disability Innovation Hub.
- Rapid progress on the Culture and Education District programme, which has been taken forward through the development of design and masterplan, the commencement of collaborative programming between partners, and the establishment of the Foundation for FutureLondon (FFL).

These achievements are having an impact in ways which clearly support the mission:

- Visitor numbers to Queen Elizabeth Olympic Park in the first two years are in excess of 12 million, which includes two million visiting the London Aquatics Centre alone.
- The local community is positive about the Park and engaged with it in a variety of ways. Since the Park opened, more than 180,000 local people have been engaged in community engagement activities; significant outreach work has been carried out with local schools; and over 10,000 volunteering hours have been delivered on the Park.
- The Park is clearly a desirable place to live. On the border of the Park, East Village is now fully occupied and has many new retail outlets, bringing the neighbourhood to life. At Chobham Manor all homes released to date have been sold 'off-plan'. The Park has been recognised as a beacon of design excellence, so far being nominated for or winning a total of 60 awards.
- Significant businesses have committed to move to the area, helping to fulfil the promise of job opportunities: to Here East (where tenants already in place include BT Sport, Studio Wayne McGregor, as well as UCL and Loughborough University London) and to the International Quarter London (including the Financial Conduct Authority and Transport for London).
- The commitment of world-class institutions including the Victoria and Albert Museum (V&A), Sadler's Wells, University College London (UCL), University of the Arts London (UAL) and

Loughborough University, London to establish new premises at the Park, is testament to the belief that Queen Elizabeth Olympic Park is a dynamic and attractive place to locate.

Above all, people believe that the mission is being delivered, so far: 80% of Londoners (and 85% of east Londoners) think that the regeneration of east London has been delivered at least to some extent².

c. What next?

Over the next five years, LLDC's challenges will be to:

- **Consolidate** the achievements to date
 - further establish the Park as a leading London destination hub with a secure and growing base of visitors, and a strong brand
 - embed the successful operation of Premier League football (attracting 56,000 visitors per match and a global TV audience of millions) in the midst of the Park
 - build on the early interest in the Park and surrounding area as a place to live (East Village, Chobham Manor, East Wick and Sweetwater) and to work (Here East, International Quarter London)
 - use the learning from schools outreach work to inform future education programmes and explore how the opportunities offered by the Park might be used to inspire young people's academic choices and career paths from a much earlier age
 - maintain and grow the successes of employment and skills programmes: continue to expand these beyond construction into other employment sectors, and renew the focus on developing targeted interventions for under-represented groups
 - work with long-term partners to ensure a long term, sustainable focus on sports participation which leverages Park-based elite and professional sport for community benefit.

- **Deliver** major elements of the programme
 - complete the next phases of building the new neighbourhoods: homes, schools and social infrastructure – supported by a community development programme which supports social integration
 - complete the design and build of the Culture and Education District, and work with the partner institutions to develop the operating model so that the potential benefits of creating a cluster of great institutions are fully achieved.

- **Manage change** in a way that builds excitement about the future benefit of the developments and retains the support of local communities
 - manage the impact of ongoing building work and reducing amount of open space
 - maintain strong community engagement, including with local businesses and the surrounding arts and culture community

² GLA Annual London Survey 2014

- maximise the opportunity of growing numbers of residents and employees
- build understanding of the successes and benefits of investing in regeneration, and the long-term direction of Queen Elizabeth Olympic Park.
- Further **develop partnerships** to deliver change in the wider area surrounding the Park and secure the future of the regeneration ambition on the Park
 - improve the physical integration of the Park with the surrounding neighbourhoods, delivering the programme that includes station improvements and A12 crossings
 - work with partners to develop masterplans for local neighbourhood centres at Hackney Wick, Bromley-by-Bow and Pudding Mill Lane, developing solutions to long-standing regeneration challenges
 - retain, develop and attract businesses with growth potential to the new/strengthened business centres on and around the Park (Here East, International Quarter London, Stratford town centre, Hackney Wick)
 - embed new neighbourhood civic and social structures and community engagement with long-term partners and operators
 - with Foundation for FutureLondon, support the development of a collective leadership between all Culture and Education District partners to maximise the unique opportunity of the new district
 - embed the vision, mission and ambition with long-term operators (venues) and partners (including Foundation for FutureLondon, Culture and Education District institutions, Loughborough University London and Here East).
- Build a **successful platform** for the Culture and Education District
 - support the work of Culture and Education District partners to work with operators and institutions (including local arts and culture organisations) to grow a varied visitor offer that will build loyal audiences and integrate with wider offer in and around Queen Elizabeth Olympic Park
 - ensure that new and existing businesses are well placed to maximise the benefit of co-location with a growing higher education presence in this part of east London
 - combine the learning from the Paralympic legacy programme with the extensive and globally significant experience of Culture and Education District partners in the field of disability and inclusion to deliver further collaboration and innovation in this area through the Global Disability Innovation Hub.

The next ten years

The ten-year horizon is beyond the period of this strategy, but is important to set out as context for the five-year vision. Looking towards 2025, LLDC's challenge will be to **realise the benefits of an enhanced Queen Elizabeth Olympic Park** which has the London Stadium, the Culture and Education District and Here East at its heart and a growing resident and worker population. These benefits include:

- An enhanced 'destination' via sport, attractions, arts and culture – satisfied visitors who repeat visit and promote to others.

- Enhanced opportunity through jobs, apprenticeships and skills training; a wider diversity of jobs and increased routes into them, with a workforce who are engaged as users of and ambassadors for the Park.
- Demonstrable collaborative benefits between higher education and local businesses – growth in SMEs, measurable innovation impacts.
- A resident community which is engaged with the Park, knitted into the cultural life and services of the surrounding area, and active civic participants in their neighbourhoods.

Partners

LLDC will work closely in the next five years with key organisations to develop the shared long-term vision for the future direction and operation of the Park, in particular:

- The Culture and Education District partners: Sadler’s Wells, University of the Arts London (UAL), University College London (UCL) and the Victoria and Albert Museum (V&A) – as well as other academic partners including Loughborough University, London and UCL Partners.
- Foundation for FutureLondon (FFL), the charity set up in March 2015 to help realise the ambitions for the Culture and Education District. FFL’s strategic vision is closely aligned with that of LLDC.
- The E20 Stadium Partnership, the limited liability partnership between LLDC and Newham Council which was created to oversee the Stadium in the long-term (on a 99-year lease) and secure the community benefits.
- Business partners, particularly Here East and employers in the International Quarter London.
- Venue operators: Greenwich Leisure Limited (GLL) for the London Aquatics Centre and the Copper Box Arena; Lee Valley Regional Park Authority (LVRPA) for Lee Valley VeloPark and the Lee Valley Hockey and Tennis Centre; ENGIE for the ArcelorMittal Orbit; LS185, the London Stadium operator.
- East Village partners (Get Living London and Triathlon Homes); housing developers at Chobham Manor (Taylor Wimpey & London and Quadrant) and East Wick and Sweetwater (Balfour Beatty and Places for People); Lend Lease UK, developers at the International Quarter London; and Delancey, investors at East Village and Here East.
- Westfield partners: responsible for running the largest shopping centre in Europe on the doorstep of Queen Elizabeth Olympic Park.
- Neighbouring boroughs (Newham, Hackney, Tower Hamlets, Waltham Forest), particularly with regard to the future of planning powers.

d. Queen Elizabeth Olympic Park in 2020: strategic outcomes

1. **Opportunity.** By 2020, economic growth will have been stimulated and life chances improved for people in and around the Park. We will have:
 - catalysed growth, innovation and development in this part of east London, and attracted inward investment

- brought new jobs into the area and ensured that local people and under-represented groups benefit from those jobs used opportunities to address skills gaps and barriers to employment
- contributed to raised perceptions of the area and the engagement and aspirations of local communities
- contributed to the London Plan 'convergence' commitment to raise economic and life chance measures to the London average
- fundamentally changed perceptions of the area (internally and externally).

2. **Community.** By 2020, we will have created a cluster of places on and around Queen Elizabeth Olympic Park that have been designed with people at the heart ('urban place-making'), and have done so in a way that is seen as exceptional. We will have:

- created an attractive and inspiring place to live and work, through the co-location of new neighbourhoods, education, arts and culture, business and leisure facilities
- ensured design quality (including sustainability, accessibility and inclusive design) is embedded in all new developments in a locally distinctive and viable way
- delivered new housing which is genuinely affordable to local communities
- ensured that all new development is properly integrated with existing local communities so that everyone can access the benefits of regeneration
- developed exemplary community engagement and supported communities in determining how their neighbourhoods are managed
- delivered and maintained a safe and welcoming place.

3. **Destination.** By 2020, we will have created the basis of a diverse new metropolitan heart in east London that attracts people from across London, the UK and beyond. We will have:

- established Queen Elizabeth Olympic Park as a vibrant and popular destination, and an attractive and well-known brand, making the whole greater than the sum of its parts
- delivered physical improvements and practical processes and initiatives to integrate the elements of Queen Elizabeth Olympic Park (residential neighbourhoods, schools, higher education, sports venues, arts and culture institutions, visitor attractions) with the surrounding area
- collaborated with borough, enterprise, commercial and third sector partners to identify and support new opportunities surrounding the Park to strengthen the 'metropolitan centre' offer.

3. How?

This section sets out the five business objectives that LLDC will work towards, within a framework that describes the levers (or 'tiers of influence') through which LLDC will deliver, and the outcomes against which the organisation will measure itself.

a. Business objectives

Over the next five years, LLDC will deliver the strategic outcomes through four key business objectives:

1. LIVE

Establish successful and integrated neighbourhoods, where people want - and can afford - to live, work and play.

2. WORK

Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people and under-represented groups.

3. VISIT

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

4. INSPIRE

Create a global, future-ready exemplar for the promotion of cross-sector innovation in technology, sustainability, education, culture, sport, inclusion and participation.

In addition, LLDC will have a fifth business objective reflecting its role in delivering this programme and promoting successful regeneration.

5. DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC's core values: ambition, responsibility, collaboration, excellence.

Four priority themes are embedded throughout the strategy and drive its objectives and outcomes: promoting convergence and community participation; championing equalities and inclusion; ensuring high quality design; and ensuring environmental sustainability.

b. Tiers of influence

LLDC has a range of different levers for delivering the business objectives, exercised through its different roles and influencing the selection of programmes.

1. Landowner

- a. **Landowner and operator.** This includes much of the parklands and public spaces within Queen Elizabeth Olympic Park, as well as smaller sites at Hackney Wick and Bromley-by-Bow. This space will decrease significantly over the period of this strategy as it is handed to other operators, and built on.
- b. **Landowner: leased to operators.** Buildings and land leased to or operated by other organisations on LLDC's behalf, such as the sports venues (in the case of the London Stadium, on E20's behalf). From 2021/2 onwards this will include the Culture and Education District buildings. LLDC's strategic objectives are reflected in leases and operator contracts, supported by partnership working to ensure delivery. Over the next five years, these relationships will be vital in delivering the 'visit' strand.
- c. **Landowner: leased to developers or in design development.** This refers to land being developed on LLDC's behalf to fulfil the strategic objectives (particularly through the LCS and the Culture and Education District). LLDC establishes objectives, develops briefs, engages delivery teams, and determines the timing of developments to meet LLDC's regeneration and financial commitments. Delivery of objectives is embedded through sale/developer agreements.

2. Planning Authority

As a Planning Authority, LLDC is responsible for implementing clear policies across the MDC area which meet strategic objectives, as set out in the Local Plan:

- reviewing planning strategy and policies
- collection and allocation of Section 106 and Community Infrastructure Levy (CIL) to support infrastructure priorities
- supporting developers in the pre-application process to achieve best outcomes
- negotiating on individual developments to ensure delivery of priority measures across the MDC area as a whole eg number of affordable homes and workspace per year
- balancing strategic priorities e.g. housing vs workspace
- working with communities on Neighbourhood Planning proposals.

3. Regeneration agency

In this role, LLDC works in partnership to deliver common objectives, particularly economic regeneration and place-making. LLDC contributes resource, levers in third party funding, establishes delivery routes, and also brokers relationships between major organisations (eg the International Quarter London and Transport for London). LLDC has no powers beyond the MDC area, but its strategic objectives are closely aligned with those of the neighbouring boroughs, particularly through commitment to the convergence ambition. LLDC influences these goals through partnership working, relationship-building, sharing expertise and models, and investing resource.

c. Outcomes

LLDC will continue to measure its success for each of the four main business objectives in terms of **deliverables** (tangible things that can be measured as milestones), **standards** (the systems and processes that LLDC must deliver to a certain quality) and **reputation** (leading the public narrative about the benefits of investing in regeneration, and the success of models/approaches that can be adopted elsewhere). LLDC will also measure **impacts**, ie visible change; in most cases LLDC's deliverables are a contributing factor to the

change but not the only cause (for example the work of other partners and agencies, and/or wider social and economic trends contribute significantly). It is therefore less helpful to set targets against these measures, but they are a vital part of defining what success looks like, and connecting deliverables to strategic outcomes.

d. Measuring and reporting outcomes

Performance against the outcomes included in this strategy is reported annually via the LLDC corporate reporting process. The first annual report in spring 2016 showed that LLDC was on track to deliver all the outcomes for which it is solely responsible³, and since then several outcomes have already been achieved. Where LLDC is one of a number of organisations contributing to an outcome, which is the case in relation to targets set as part of the Growth Boroughs' Convergence Strategy, there has been some good progress but performance overall has been more mixed. This is due to the deep seated nature of some of the issues being tackled, for example unemployment and income levels.

Some areas of desired impact from this strategy have not been measured to date because appropriate definitions and data sources are still being explored. These will be added subject to identifying reasonable and robust measures. They include, for example:

- perceptions of the Park among local residents and the wider public as a place to live and work and visit
- evidence of integration between the Park and surrounding areas
- impact on business strength and diversity in and around the Park
- impact on arts, culture and aspiration in and around the Park
- perceptions of the benefits of regeneration endeavour.

Many relate to longer term impacts for which baseline research will need to be commissioned, and others may be difficult to quantify and therefore rely on proxy measures. Where progress is made in developing these measures this will be included in future iterations of the strategy.

³ LLDC Corporate Performance Jan-March 2016

4. Key activities and measures

a. LIVE

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

With a growing population, demand for new housing in London will remain high, especially in east London. The neighbouring boroughs have a particular need for high quality family homes and affordable housing to keep people living in the area for longer, and to help to build sustainable communities. The vision for Queen Elizabeth Olympic Park demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop – at pace – the things that make communities function effectively. Successful neighbourhoods will be vibrant, engaged, inclusive and connected, exemplifying the future while also preserving the best of the local heritage – and they will add to the strength of the Queen Elizabeth Olympic Park brand as a place to live, work and play.

Landowner

LLDC owns land on and around Queen Elizabeth Olympic Park and will use this leverage of ownership to deliver the new homes and neighbourhoods that will become the sustainable communities of the future. The LLDC Legacy Communities Scheme (LCS) sets out in detail how LLDC will meet these needs on its own land. Ultimately – by 2031 – the LCS will deliver 6,800 new homes in five new neighbourhoods within and around Queen Elizabeth Olympic Park itself. By 2020, Chobham Manor will be complete, East Wick and Sweetwater will be well under way (fully occupied by 2023), and Culture and Education District residential development at Stratford Waterfront will be progressing. In the next five years, the masterplan for the remaining neighbourhoods – Pudding Mill and Rick Roberts Way – will also be developed. In line with the Mayor's affordable housing and Homes for Londoners agenda, LLDC is working with the GLA and London Borough of Newham to explore the scope for bringing forward delivery of these remaining developments, increasing provision of affordable housing, and enhancing affordability in order to contribute towards the Mayor's long-term strategic target. This is an excellent example of the ability of the Queen Elizabeth Olympic Park programme of change to flex according to evolving need. However any decision to alter current plans will require careful consideration of the likely significant financial implications and to ensure that LLDC continues to deliver places where people want to live.

LLDC is committed to ensuring that, wherever possible, Londoners are supported to access new homes on its land, and all development partners are signed up to the Mayoral Concordat which obliges new properties to be marketed in London before, or at the same time as, making them available elsewhere. LLDC is also committed to leveraging its land ownership to help unlock additional development potential, and where appropriate, will work with adjacent land owners to bring forward comprehensive redevelopment in a coordinated and managed way.

Extensive consultation will continue to underpin all development in and around the Park, ensuring that local people feel part of the decision-making process and that it responds to their needs. Through groups such as Legacy Youth Voice and the Built Environment Access Panel, local people will continue to be able to work with LLDC to actively shape change. Creating a sense of 'place' for Queen Elizabeth Olympic Park as a whole is a key driver: it will be crucial to build communities in which people feel invested, which incorporate a mix of tenures to encourage families to settle and to reduce transience, and which incorporate the social infrastructure required to thrive and prosper. High quality housing and estate management is central to all development contracts. Ultimately the LCS will deliver three new schools (two primary, one secondary – two of these delivered as a single 'all through' school), nine new nurseries, a health centre, multipurpose community spaces, Safer Neighbourhoods Teams, and a library which will integrate community and university provision ('Libriversity'). The first primary school, Mossbourne Riverside Academy, opened in September 2016 and The Bobby Moore Academy, an all-through school, is under construction. Both are on LLDC land, and LLDC part funds them and facilitates and supports delivery. The Bobby Moore Academy will be completed by 2018, and planning for the remainder of the social infrastructure will be well advanced.

The Queen Elizabeth Olympic Park neighbourhoods will be delivered by strong partnerships between LLDC (as landowner) and LLDC developer partners, achieving commercial value while also ensuring that ambitious design, accessibility and sustainability standards are set and met throughout the development lifecycle. LLDC will continue to do this by requiring developers to demonstrate how they will meet LLDC standards through procurement processes; meeting the requirements of the recently refreshed GLA Responsible Procurement Code; using a balanced scorecard approach to ensure that design, accessibility and sustainability are taken into consideration in choosing developer partners; and including the required standards in contract, planning consents and development agreements. LLDC will continue to seek design that fosters strong, connected and integrated communities, in keeping with the principles that have been set out within the design parameters of the LCS masterplan and which are required by the Local Plan. The Legacy Corporation will also continue build upon the Paralympics legacy through the setting of accessibility targets in contracts and planning requirements (eg 10% wheelchair accessible), provision of best practice guidance through the LLDC Inclusive Design Standards, and the guidance of a dedicated Built Environment Access Panel on issues of accessibility and inclusion.

Building on the legacy of the 'greenest games' ever, and the ongoing work to showcase environmental standards in the wider Park, the new LCS neighbourhoods will perform to exemplary standards of sustainability. The first fully zero carbon homes have already been delivered on Chobham Manor, and the LLDC will continue to work with developers to ensure that new neighbourhoods promote excellent environmental and air quality. Clean and shared modes of transport will be promoted through design, and the green, bio-diverse space will be integrated throughout to make a positive contribution towards mitigating the impacts of climate change and promoting resident mental and physical health and wellbeing. LLDC has developed, and will maintain, expertise in these areas in order to work effectively with developers on current and future projects (LCS, Local Plan, Culture and Education District), and will continue to share learning and expertise with the GLA group, neighbouring boroughs and other regeneration agencies in London and across the UK - as well as overseas as part of the Mayor's 'London is Open' campaign - to encourage the mainstreaming of these standards.

On land that has not yet been brought forward for development, where appropriate LLDC and its development partners will identify interim use projects which meet strategic objectives (for example community development, or fostering business growth) without prejudicing the long-term plans for the land or the wider appeal of Queen Elizabeth Olympic Park. This has already been done successfully through, for example, the development of a mobile garden at Chobham Manor and the Hub67 community centre at Hackney Wick, as well as the use of the South Lawn for large scale events like the Invictus Games 2015 and the Shell Eco-Marathon 2016, and Beach East at Stratford Waterfront. Consideration of future interim uses will include LLDC land at Rick Roberts Way and Pudding Mill.

LLDC is in the process of finalising a 'Smart, Sustainable District' plan which will integrate technological capability with sustainability and community building. This will support the delivery of all of LLDC's business objectives, but within the 'Live' objective it will include working with designers and developers to integrate the hard, soft and data infrastructure required to enable residents and tenants to control and interact with their environments in low carbon, resource and cost efficient ways. Integrating these principles into the public realm through initiatives such as Park-wide wifi will provide platforms that will support the sharing economy and building community networks. This strand of work will draw in new funding as part of a London-wide initiative to demonstrate new models that can be scaled up, helping to secure LLDC's aspiration to set new standards in the way sustainability and community building is embedded in future models of design and development.

Planning Authority

In addition to the homes being built on LLDC land in Queen Elizabeth Olympic Park through the LCS, a number of developments are planned within the LLDC planning boundary (in addition to the 2,818 homes at East Village, the former Athletes' Village). The long-term goal is to deliver 24,000 new homes within the wider Legacy Corporation area by 2031. Within the next five years, this means working with developers, landowners and providers to ensure delivery of the mix, type and affordability of housing required to meet local need, as set out in the Local Plan (eg target of 35% affordable housing – currently being reviewed in line with Mayoral priorities - and mix including family homes and inter-generational homes). A balance of housing and employment space will also be delivered in line with the Local Plan. High-quality and distinctive 'place-making' will be delivered through the frameworks embedded in the Local Plan, which encourage a masterplanning approach, developments in keeping with local heritage (eg through conservation areas), and the incorporation of key principles (eg those underpinning the former 'Building for Life' standard) in LLDC's planning criteria.

LLDC's Planning Policy and Decisions Team will prioritise Community Infrastructure Levy (CIL) and Section 106 payments on schemes that help to achieve these objectives. The team will also continue to produce supplementary planning guidance to support delivery, setting out clearly the expectations for development in these areas.

Regeneration agency

In the next five years, LLDC's programme for the physical regeneration of areas beyond the Park boundary will be completed, significantly improving the physical integration between new and existing neighbourhoods. This programme includes station improvements (Hackney Wick, Stratford, Bromley-by-

Bow) to increase access for neighbourhoods and businesses, completion of the Leaway (a linear park alongside the River Lea creating a continuous pedestrian and cycle route), and improved crossings over the A12. LLDC's role is to promote and facilitate the work across this programme; it is also providing significant funding, along with the GLA.

LLDC will continue to invest leadership and skills resource in community building and engagement as part of neighbourhood development, including through the design and delivery of social infrastructure, a shared economy model, and social networks and trust structures. ShareEast, a network for neighbours to exchange skills, knowledge and resources, was launched in early 2015 in East Village, and LLDC will work with the developers of Chobham Manor and East Wick and Sweetwater to embed this model in the long-term future of these neighbourhoods in order to build the confidence and networks which lead to civic participation.

In line with the history and wider offer of Queen Elizabeth Olympic Park, sport will continue to be a focus for enhancing cohesion and creating opportunities for the local community to engage with new Park partners. Work has already taken place with the West Ham United Foundation to deliver football sessions on the Park for local communities, and with UCL on the creation of a Wall Ball facility in one of LLDC's interim use sites, and local schools and community groups have on many occasions been offered the chance to see world-class athletes perform at the Park. Locally-focused arts and culture activities have been seeded by LLDC through a one-year Local Programme, which delivered 354 days of activity and reached 31,000 people. This activity stands as a practical and valuable model of how developers can deliver part of their Section 106 commitment around arts and culture in the future, which will help to integrate developments with existing communities and further enhance the brand of Queen Elizabeth Olympic Park as an attractive place to live.

LLDC, through the Park and work in the wider community, has promoted the sporting legacy of the London 2012 Games by encouraging local people to live active healthy lifestyles, including through its Active People, Active Park programme and the delivery of inclusive sport opportunities through Motivate East. LLDC will work with venue operators and other providers to ensure that community sport and physical activity opportunities continue to be made available for everyone. Permanent orienteering trails will be established for schools to utilise on the Park; in partnership with the Canal and River Trust, waterways will continue to be activated with rowing and canoeing; and physical fitness sessions will be made available for local workplaces and communities. Technology will increasingly be used to engage more people and enable them to easily access the opportunities on offer.

A priority for LLDC across all of its roles is to unlock delays in the development of key local neighbourhood centres: Hackney Wick, Bromley-by-Bow and Pudding Mill. These are all at different stages of development. The first stage of the Neighbourhood Centre at Hackney Wick will be the redevelopment of LLDC land around the station; the masterplan is currently in planning discussion and will be on-site within the period of the strategy, while work to improve Hackney Wick Station began in August 2016. For Bromley-by-Bow, LLDC and other landowners will develop an agreed masterplan and delivery strategy, underpinned by a Supplementary Planning Document developed by the Planning Policy and Decisions Team. In the next five years, LLDC will also agree the approach for Pudding Mill with landowners, submitting a planning application for a revision to the LCS and producing a Supplementary Planning Document. Within its tiers of influence:

- As landowner, LLDC will bring forward development of its own land, leading by example in setting high standards of design, sustainability and accessibility, and a strong focus on employment uses in growth sectors (eg bioscience) as well as new homes.

- As Planning Authority, LLDC will develop Supplementary Planning Documents that set out clear guidance for how planning policies should be taken forward in development in these areas.
- As a regeneration agency, LLDC will work closely with landowners and local authorities to implement a masterplan approach, deliver its own components and support others in bringing forward complementary elements.

| | |
|---------------------|---|
| Deliverables | <ul style="list-style-type: none"> • Planning for around 8,000 homes across the LLDC area, including affordable homes in line with the Mayor’s ambitions and housing mix to meet local need (as per the Local Plan) • Building on site or completed on approximately 2,350 homes on LLDC land • Mossbourne Riverside Academy school and Bobby Moore Academy open, and 1,200 places delivered: <i>Mossbourne Riverside Academy opened in September 2016</i> • Plans and designs in place for total LCS commitment of 1,052sqm social infrastructure • Off-Park physical regeneration programme complete (station improvements, Leaway, A12 crossings) • Development of local neighbourhood centres at Hackney Wick, Bromley-by-Bow and Pudding Mill proceeding in line with plans • Smart, Sustainable District plan finalised and embedded with partners and operators (<i>new deliverable</i>) |
| Standards | <ul style="list-style-type: none"> • Meet – and aspire to exceed – LLDC design, accessibility and sustainability standards on all developments • Meet Local Plan sustainability standards (water efficiency, reduced carbon emissions, non-car transport provision) |
| Reputation | <ul style="list-style-type: none"> • Perceptions measure: % of east London agreeing that benefits of London 2012 have been delivered (<i>overall regeneration</i>) |
| Impacts | <ul style="list-style-type: none"> • Contribute to improvements in growth boroughs’ convergence indicators relating to housing units and affordable housing units⁴ |

⁴ Growth Boroughs’ Convergence Strategy and Action Plan: relevant indicator is: Additional housing units (and % of affordable units)

b. WORK

Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people and under-represented groups

London has a growing economy: the number of jobs in the capital is predicted to grow by 850,000 between 2011 and 2036, across a diverse range of sectors⁵. A significant proportion of employment growth in this period is expected to happen outside central London, and businesses are looking east for space to grow. The area around Queen Elizabeth Olympic Park is perfectly positioned to support this trend, with excellent transport links, high quality digital infrastructure, space for office and workshop accommodation at Here East, housing and leisure on the doorstep, as well as being home to a young, diverse, ambitious and talented population.

The Park is a key catalytic component within a cluster of major developments in the surrounding area, including the International Quarter London (where organisations including Transport for London and the Financial Conduct Authority will relocate to be part of four million sq. ft. of Grade 'A' office accommodation), Westfield Stratford City (Europe's largest urban shopping centre), Stratford town centre, and the developing Neighbourhood Centre at Hackney Wick, which all have existing and potential thriving business communities including a wide range of SMEs. Together, these have the potential to create a 'fourth office quarter' for London, stimulating economic growth to benefit communities and businesses across the neighbouring boroughs and creating a reputation for Queen Elizabeth Olympic Park as a place to work and do business, as well as live and play. LLDC is committed to working closely in partnership so that this is done in a way that complements and boosts both new and existing local businesses, including SMEs, and makes connections between businesses (big and small) that benefit them both.

Over the next five years, LLDC will support the development of effective links between the growing Higher Education presence on the Park and local businesses: using the Higher Education presence to support existing businesses and attract and generate new enterprises. In particular, as global leaders in their respective fields, the Culture and Education District partners are at the forefront of delivering research and growth in high value sectors and technology transfer, creating exciting technology spin-off activities that will place knowledge exchange and investment in research and development at the forefront of transforming products, processes and services. The uniqueness of the partner organisations that will make up Culture and Education District (and that have committed to working together on the delivery of shared employment, skills and economic growth commitments) will enable the development to become a vehicle for shaping skills provision that, by embracing multiple different skills and areas of knowledge, is responsive to evolving professional occupations, establishing Queen Elizabeth Olympic Park as the cornerstone of a creative, innovative and enterprising economy.

A fundamental plank of LLDC's strategy is to use its powers as a regeneration agency to work with employers to ensure that business growth, development and construction generate job and training opportunities for local people and those from priority groups (women, black and minority ethnic (BAME), disabled people and

⁵ Jobs and Growth Plan for London, London Enterprise Panel (2013) p10

previously unemployed). The breadth and longevity of activities at the Park allow for the development of a multitude of pathways into productive and sustainable careers, increasing priority groups' access to and participation in high quality education and learning, and equipping them with the skills required to secure sustainable careers in key growth sectors like digital, tech or engineering. In this way, local people and under-represented groups will be supported to overcome barriers to employment and training, providing Park employers with an appropriately skilled and job-ready workforce.

Landowner

LLDC is passionately committed to improving the life chances of young people and under-represented groups across east London and the wider capital, and supporting them to gain the necessary skills in order to be the job ready workforce that employers on the Park and beyond need. To deliver on this commitment, LLDC and its predecessor organisations have a strong track record of delivering jobs, apprenticeships and training opportunities for local people and priority groups, working in close partnership with the developers and operators working on its projects, and ensuring its programmes are employer-led.

Commitments around job creation, apprenticeships and training programmes for these groups are secured from contractors as part of the procurement processes and written into contracts. LLDC works closely with its contractors and their supply chains, proactively identifying specific skills gaps and opportunities to create vacancies, and designing and delivering programmes that directly respond to those employers' needs. Tackling low pay is also a priority, with at least the London Living Wage paid to all directly employed staff at LLDC and by all its Tier 1 contractors and direct suppliers, and apprenticeships paid at least at the national minimum wage. LLDC also works hard to encourage subcontractors to pay the London Living Wage.

There is much to celebrate to date:

- Over 11,000 people have worked on the Park since Games
- More than 25% of the construction workforce has come from the neighbouring boroughs
- 1,000 local people worked on the transformation of the Stadium
- Over 200 young people have benefited from apprenticeships through the Park's activities
- 63% of the long term estates and facilities management staff and 72% of the ongoing workforce at the Copper Box Arena and London Aquatics Centre are local.

The Park has established a track record of delivering equality of opportunity, and supporting under-represented groups to work and gain skills. As a result of setting specific targets for women, disabled and BAME groups as part of all its employment and skills work:

- 5% of the construction workforce have been women (in excess of industry standards)
- Half of the workforce at the Copper Box Arena and London Aquatics Centre are women
- Those with disabilities make up 7% of the estate and facilities management workforce, and 6% of apprentices
- Over 50% of the Park's lifetime construction and end-use workforce have been BAME.

In the next five years, LLDC will continue to increase the level of ambition of these projects, working closely with businesses across the area to intensify and scale up its employer-led skills-for-growth programme. In delivering this ambition, local partnerships will be formulated to establish a delivery model that achieves a range of employment targets for the significant programme of construction work involving Chobham Manor,

East Wick and Sweetwater, Here East, and the Culture and Education District. Similar targets will continue to be applied to operational contracts for venues. LLDC will also work with developers and operators to support them to diversify their supply chains and generate growth in the local economy by working with local businesses.

Reflecting the need for young people to have a range of pathways into employment, LLDC has delivered a menu of opportunities by working with employers to create apprenticeships, paid internships and post-graduate bursary schemes at the Park. In terms of apprenticeships, over 200 young people have benefitted to date, and LLDC will continue to work with employers to create these for construction, estate management, the technology sector (linked to Here East and UCL East) and the creative sector (linked to the new Culture and Education District development). The scope for increasing apprenticeship opportunities at the Park through the establishment of a Group Training Association (GTA) is also under consideration. This would be an effective shared apprenticeship model to allow young people to complete their frameworks across a number of developments working with different employers. A pilot model will be created initially with construction contractors on the Park, with a view to expanding into other sectors if successful.

LLDC has worked with the industry-leading architectural and design practices involved in the development of the Culture and Education District to deliver a rolling programme of six-week paid work placements that has enabled 12 local sixth-forms and architecture undergraduates to hone their skills in a live project environment. Additionally, 19 local unemployed or underemployed graduates have been through a competitive and rigorous selection process to secure post-graduate bursaries that have allowed them to access a range of Masters courses at Loughborough University London, ranging from Media and Creative Industries and Entrepreneurship, Finance and Innovation through to Design Innovation Management.

With the volume and intensity of activity at the Park over the coming period, LLDC will continue to engage closely with industry leaders and coordinate responses to emerging skills gaps. For example, working closely with Sadler's Wells, LLDC is coordinating the efforts of a number of high-profile employers in the cultural and creative sector to deliver a skills training programme that will support young people to overcome barriers to accessing employment opportunities in those key sectors. In response to an increasingly digitised construction sector, and the government's mandate that, from April 2016, all public sector construction works must use Business Information Modelling (BIM), LLDC is also leading - with Newham Further Education College- an intervention with employers, in partnership with local schools and colleges, to develop young people's skills in BIM so that they become the technicians and managers that the construction industry of tomorrow needs. This has involved bringing together a working group of nationally-recognised industry leaders from across the construction and built environment sector, with a view to implementing a curriculum-based (GCSE and A-level equivalent) BIM skills programme in local schools and colleges across east London.

Planning Authority

The Local Plan outlines how LLDC will ensure that a range of business space is available within the planning boundary, including low cost and managed workspace. LLDC will set the standards for delivery within its own land at Hackney Wick and Bromley-by-Bow, and will seek to work with developers and workspace providers to ensure that there is a complementary offer that maximises the commercial viability of a range of businesses.

Regeneration agency

To support London's continued journey to becoming a world-leading tech hub, development at Queen Elizabeth Olympic Park will prioritise supporting digital and tech industry growth. A new Innovation Centre at the heart of Here East will provide commercial space to house companies from major businesses to incubating start-ups, exploiting its state-of-the-art digital infrastructure and providing more than 5,000 jobs on site and an additional 2,000 in its wider supply chain. The Innovation Centre will include office, studio and exhibition space and a technology lab where working prototypes can be created, as well as offering programmes to support, promote and galvanise entrepreneurs. LLDC will support the realisation of this vision by working together with Here East, using its networks as a regeneration agency to help to attract the right mix of businesses. Additionally, the location of Loughborough University London's post-graduate research and training campus at Here East brings with it exciting opportunities to collaborate and work with world-leading faculties at the cutting edge of specialist teaching, research and enterprise, such as the Advanced Propulsion Centre and the High Speed Sustainable Manufacturing Institute.

In addition to Loughborough University London at Here East, the higher education presence on the Park includes UCL and UAL at the Culture and Education District, UCL Partners at the Sir Ludwig Guttmann Health and Wellbeing Centre in East Village, and links with Birkbeck University of London and the University of East London close to the Park. By bringing thousands of jobs, inward investment, housing, infrastructure and world-class cultural, higher education and performing arts institutions to Stratford, the Culture and Education District will raise economic participation and economic activity levels that will improve the life chances of those who live and work in the area (and beyond), delivering a transformative impact on east London.

Together with Here East and through the Hackney Wick masterplan, the clustering of the partners at the Culture and Education District will demonstrate how innovation, knowledge exchange and investment in research and development can transform products, processes and services, and lead to new business opportunities, greater competitiveness and increased potential for growth. Through joint working and coordination, the necessary infrastructure, programmes and workspace will be provided to incubate, develop and grow spin-offs and start-ups, placing them at the core of driving economic growth and job creation.

LLDC will complement this by delivering targeted business development support programmes, such as Buyer Engagement and Enterprise Support and the 'Echo ++' project (a business accelerator based on peer-to-peer support) to provide a holistic support package that promotes entrepreneurial development, including through promoting collaboration, commercial links, new approaches to business-to-business networking and exchange.

LLDC has networks and expertise which it can contribute to successful partnership working. LLDC will continue to use these where appropriate to support the work of its neighbouring boroughs - Tower Hamlets, Waltham Forest, Newham and Hackney - in attracting businesses to Here East, the International Quarter London and the developing Business Improvement District in Stratford, among other key commercial developments.

This business objective will also be delivered through the focus on developing local neighbourhood centres at Hackney Wick, Bromley-by-Bow and Pudding Mill, as outlined under 'Live'. The masterplan for Hackney Wick includes a mix of residential and workspace provision. Similarly, the Supplementary Planning Document and masterplans for the remaining two areas will also have facilitating business growth and employment in growth sections of the economy as a key objective.

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| Deliverables | <ul style="list-style-type: none"> • Around 8,000 jobs through developments on Queen Elizabeth Olympic Park • Stimulation of business growth in the LLDC area: measured through net gain in employment floorspace • Minimum % workforce jobs secured by growth borough residents (30% construction; 25%-85% end use, depending on sector) • % of workforce from priority groups (targets defined by sector and development) • 5% apprentices in the workforce (construction, EFM, end use) • Hackney Wick Neighbourhood Centre first phase on-site • Here East fully occupied with planned profile of tenants |
| Standards | <ul style="list-style-type: none"> • At least the London Living Wage paid to all directly employed staff at LLDC and by all its Tier 1 contractors and direct suppliers; apprenticeships paid at least to the national minimum wage |
| Reputation | <ul style="list-style-type: none"> • Perceptions measure: % of east London agreeing that benefits of London 2012 have been delivered (<i>increased business and job opportunities measure</i>) |
| Impacts | <p><i>Retain, attract and grow</i></p> <ul style="list-style-type: none"> • Stronger retail centres: vacancy rates lower than London average • Number of opportunities relating to Park development successfully awarded to local businesses <p><i>Employment opportunities</i></p> <ul style="list-style-type: none"> • Contribute to improvements in growth boroughs' convergence indicators relating to employment and skills⁶ |

⁶ Growth Boroughs' Convergence Strategy and Action Plan: relevant indicators are: percentage of working age population with no qualifications; 19 year olds achieving Level 2 and 3 threshold; employment rate aged 16-64; working age population qualified to at least Level 4; unemployment rate 16+; median earnings for full time workers living in the area.

c. VISIT

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

Queen Elizabeth Olympic Park opened to the public in April 2014 and from the outset offered ‘something for everyone’ with new, beautifully landscaped parklands and playgrounds, world-class sporting facilities open for public use, and a varied programme of public sporting, cultural and community events in the venues and open spaces. One of LLDC’s key objectives has been to ensure that the Park exemplifies the best principles of accessibility and inclusive design, so that it can be enjoyed by everyone regardless of disability, age, gender, sexual orientation, race or faith. To help achieve this, world leading Inclusive Design Standards have been embedded in the design and operation of the Park, and a dedicated Built Environment Advice Panel provides advice, technical assistance and feedback on accessibility and inclusion issues. Nearly four million visitors came in the first full year; this was well above expectations, and was driven in part by the exciting programme of events that took place in the Park and venues, including the hugely successful Invictus Games in 2014. Visitor numbers to date are now in excess of twelve million, and the Queen Elizabeth Olympic Park brand has already established itself as a distinctive destination in the London market.

LLDC’s objective in the next five years is that at a minimum visitor numbers should be maintained at current levels, and that as the Park develops the numbers of visitors should increase in line with that development. The opening of the Stadium will bring over a million spectators per year and raise the profile of the Park through a global TV audience of millions. In addition to the residents of existing surrounding neighbourhoods, a growing number of people will view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should be a vital component in joining new and existing communities together. From 2021/22, the new Culture and Education District will significantly enhance the visitor offer and introduce new audiences to a wealth of arts and culture activity taking place in and around the Park.

Development on the Park will bring with it a number of challenges - as well as opportunities - over the next five years. There will be a need to manage the impact of the significant construction work and the decreasing amount of open space, as well as reduced opportunities to host the variety of events that have helped to develop the profile and reputation of the Park to date. Clear and regular communication with the Park’s visitors (as well as residents) will be key to building awareness of the development taking place, and anticipation of the new facilities and opportunities to come as a result.

Attracting visitors to the Park and ensuring the Park brand remains coherent, high profile and distinctive is important because it ensures the financial sustainability of the venues and the upkeep of the Park, brings in people who will spend in the local economy (contributing to local jobs and wellbeing), contributes a critical mass of people to metropolitan Stratford, and helps support LLDC’s wider ambitions around living and working in the area. While increasing the national and international appeal of Queen Elizabeth Olympic Park, delivery of LLDC’s visitor strategy will also ensure that it is still viewed – and used – positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA’s cultural tourism vision, promoting authentic cultural opportunities outside central London which blend major cultural attractions with more local and unique experiences.

Landowner

Visitor destinations are not created in a single year, and in the next five years the aim is to consolidate the initial success of the Park and reach of the Park brand, and to integrate new and exciting elements. LLDC will focus its resources on reaching new audiences with a greater understanding of what Queen Elizabeth Olympic Park offers them, and maintaining loyalty with existing visitors. The Queen Elizabeth Olympic Park brand has already been well established, but it will be a challenge to maintain and increase its profile and value, as well as ensure it can incorporate new messaging around housing, offices and the Cultural and Education District. LLDC will work to establish a clear, coherent and beneficial position for the brand both in terms of the space it needs to occupy, and in relation to others on and around the Park.

A number of high profile events in the London Stadium - including athletics, the Rugby World Cup, Rugby League, motor racing and music – attracted around 500,000 spectators in 2015. In 2016, the highly complex transformation work to turn the Stadium into a permanent, world class multi-use venue was completed and it is now the only stadium in the UK to meet UEFA Category 4 classification and be a fully compliant IAAF Category 1 athletics facility. Long-term management is provided by E20, a partnership formed between LLDC and London Borough of Newham. Looking forward, the priority for E20 is now to work with LS185, the London Stadium operator, to run the venue effectively and efficiently, ensuring West Ham United have a successful start in their new home and establishing a basis for long term success. Naming rights for the London Stadium, once secured, will create an important additional revenue stream for E20 to offset the running costs and fund future improvements to the venue.

Over the next five years, the London Stadium will attract the best sporting and entertainment events that the national and international markets have to offer, with the potential to boost visitor numbers and build global recognition for the Queen Elizabeth Olympic Park brand. LLDC will work with LS185, West Ham United and event organisers to maximise the association with and the benefits to the Park. Particularly important will be to welcome new visitors to the London Stadium and build their awareness of what the wider Park has to offer, while managing the impact of football and other event crowds on day-to-day visitors to the Park.

Queen Elizabeth Olympic Park offers a huge amount to visitors; over the next five years LLDC will seek to enhance individual aspects and add new attractions, but also focus on opportunities to increase cross-selling between the different elements to build a holistic and varied day out in and around the Park.

- The Park has already established a reputation for delivering premier sport spectating opportunities (eg Diamond League Athletics, British Swimming Championships, Revolution cycling series, Diving World Series, Invictus Games, European Aquatics Championships, Rugby World Cup, Wheelchair Tennis Masters, and international netball). The place of sport as a key component of the visitor offer is now sustained and enhanced by the addition of the London Stadium.
- It is popular for sports participation both at the excellent venues (London Aquatics Centre, Copper Box Arena, Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre) and in participation events on the Park itself (eg the Great Newham London Run, Run Hackney, Ride London). Active People, Active Park takes sport out to the local community and across the Park to encourage local people to become more physically active, and Motivate East, a £1.1million funded programme supported by LLDC, Sport England, neighbouring boroughs and partners, delivers free sporting and physical activity opportunities for disabled people.

- Research into the Park brand shows that it is perceived as a unique, different destination compared with its competitors. It has a very balanced profile in terms of live, work and play, and performs strongly in terms of being seen as inspiring, environmentally friendly, connected to the local community, responsible, inclusive, and trying to make people's lives better.
- The Park has a reputation for a wide variety of events, from small family events to large-scale free activities such as the Big Lunch and Beach East, which in 2016 featured a Team GB fanzone for the Rio Games. Many events at the Park offer an opportunity to celebrate London's religious and racial diversity, including activities for faith and community groups and larger events such as the Great British Carnival and Harvest Stomp; while others represent an important part of the Olympic and Paralympic legacy, such as the annual National Paralympic Day featuring the Mayor of London's Liberty Festival, which has attracted 80,000 visitors over the four years since 2012. Due to development on the Park space to mount such events will decrease significantly from 2017, and LLDC will work closely with partners to maximise the use of available space after that. Where possible commercial events, such as the Shell Eco-Marathon which took place in 2016, will continue to make an important contribution to revenue generation and the fulfilment of LLDC's ambition to become financially self-sustaining in the long term.
- The ArcelorMittal Orbit is a stunning and unusual visitor attraction at the heart of the Park. In 2016 LLDC completed a programme of investment which included installing the world's longest tunnel Slide, to increase the number of visitors participating in the paid-for attraction as well as viewing the sculpture from the outside. From 2016, marketing communications for the ArcelorMittal Orbit and The Slide has been delivered in-house by LLDC. Activity to launch The Slide included innovative digital tactics which resulted in a 560% increase in traffic to the AMO website over the launch campaign period in comparison to the same period in 2015, supported by a robust PR and media campaign. Five thousand tickets to The Slide were pre-sold in the first 48 hours in April 2016, and it consistently features as one of the top 'things to do' in the capital.
- For regular day-to-day visitors the Park is animated by trails, with excellent playgrounds and cafes. There has been a good uptake on the online primary and secondary school curriculum resources designed to turn the Park into an outdoor classroom.
- Access to waterways around the Park has been opened up a new Canal Park, and boat tours, pedalos, rowing and canoeing are proving increasingly popular. Development of the Leaway will ultimately provide a continuous walking and cycling route from Queen Elizabeth Olympic Park to the River Thames and Royal Docks, opening up a previously disused and forgotten part of the River Lea and revealing a number of east London's hidden gems.
- From 2021/22 the visitor destination will have a new stellar arts and culture offer at its heart at Stratford Waterfront; over the next five years, LLDC will ensure that the Culture and Education District is successfully integrated into the existing visitor offer on the Park and in the surrounding area, and will support the efforts of Culture and Education District partners to build a visitor base of people who are excited about visiting.

In addition to being a thriving hub of activity, Queen Elizabeth Olympic Park provides 45 hectares of richly biodiverse, attractive, green and blue habitat in the heart of Zone 2 in London. These environs perform functions that are vital to the physical and mental health and wellbeing of Londoners by providing places to reconnect with nature, to appreciate moments of quiet and repose, and to take a break from the hustle of London life. The Park also provides London with crucial ecosystem services by mitigating the impact of the urban heat island, contributing to cleaner air quality and providing flood risk resilience through the natural water attenuation built into the Wetlands Bowl in the north of the Park. As a crucial link in London's green corridor from Hertfordshire through to the Thames, Queen Elizabeth Olympic Park has already been found to be home to a number of red-list conservation species and continues to delight and engage visitors with its landscapes. The Park achieved Green Flag status in 2014, 2015 and 2016; this recognises it as meeting the highest quality standards in terms of safety, cleanliness, public engagement and management. LLDC will continue to ensure that the operation of the Park delivers this demanding quality standard.

A key focus of LLDC's visitor strategy over the next five years will be on putting the Park in a position to become financially self-sustaining. This will involve generating income to meet both operating and lifestyle costs and contributing to LLDC's costs, and seeking to increase spend per visitor in the Park or in the local economy. Through the implementation of the Legacy Corporation's commercial strategy, LLDC will work closely with operators on the Park to support their own commercial approaches, and where appropriate seek to develop new revenue opportunities for the Park and the Queen Elizabeth Olympic Park brand and assets as a whole, without compromising the quality of its landscapes.

Planning Authority

As outlined in the Local Plan, LLDC will use its role as a Planning Authority to preserve Queen Elizabeth Olympic Park as one of the largest urban parks in east London, and to support initiatives that open up access to the waterways (as has been done through the Canal Park, delivered by LLDC, and the Leaway, a joint project between LLDC, TfL, and the London Boroughs of Newham and Tower Hamlets).

Regeneration agency

The GLA's cultural tourism strategy recognises the need to entice tourists to the wide range of London destinations outside the top 20 visitor destinations. LLDC shares this ambition and will continue to build the profile, brand and reputation of Queen Elizabeth Olympic Park to audiences outside London. This will include working with partners in the surrounding area to market Queen Elizabeth Olympic Park alongside other attractions as a collective destination offer, creating an attractive and holistic day out and bringing the economic benefits of increased visitors to the wider area. LLDC's 'destination marketing' activity incorporates a range of innovative online and offline tactics, as well as targeted messaging, to constantly reach new audiences and reinforce the Park brand. An integrated campaign to coincide with the Rio 2016 Games (*#ItsMyTurn*) resulted in the highest ever participation in the annual Active August programme, and an increase in traffic to the Queen Elizabeth Olympic Park website of 60% compared to the same period the previous year.

The Arts and Culture programme coordinated by the LLDC has to date been fundamental to animating Queen Elizabeth Olympic Park, establishing a visitor base, engaging local institutions in the opportunities presented by regeneration, and delivering the vision of the Park as an inspiring, inclusive and welcoming

place in which to spend time. Following the opening of the Park, the LLDC commissioned a series of events and projects from both locally based organisations - to make and nurture connections with the local area - as well as national and international artists in order to establish it as a cultural destination. This programme of work has acted as a catalyst for future activity and has represented and celebrated the diversity and energy of east London and its communities. Arts and culture activity in and around the Park has also increasingly aimed at generating awareness of and excitement about the Culture and Education District. After March 2017, leadership of this agenda will move to the Culture and Education District partners themselves, as they begin to programme the Park in advance of their buildings opening to generate local engagement and build new audiences.

Building the reputation of the Culture and Education District needs to start well in advance of the institutions opening their doors – and indeed has already started, with publicity secured at key programme milestones such as securing Government funding, the appointment of designers, and the unveiling of initial designs for the area. LLDC and Foundation for FutureLondon have worked hard to establish strong links with Culture and Education District partners, and to support their local engagement work to inform, inspire and involve communities in the future vision for the area. Going forward, the focus will be on encouraging partners to form a collective ‘leadership of place’. This will be delivered through a joint prospectus of initiatives - from schools engagement, employment and career development, to crosssector knowledge exchange and animation of the public realm - which can be supported, rather than led by, LLDC and Foundation for FutureLondon. LLDC will work with partners to develop a brand strategy for the Culture and Education District which captures the values of the project; is clearly integrated and works in conjunction with the wider Queen Elizabeth Olympic Park brand; and secures the right brand relationship between the individual institutions, the District as a whole, and Queen Elizabeth Olympic Park as a destination, neighbourhood and business district.

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| Deliverables | <ul style="list-style-type: none"> • Stadium completed and operating safely and effectively by summer 2016: <i>this has been achieved, with the first high-profile concert (AC/DC) taking place in the London Stadium on 4 June 2016, and West Ham United’s first match held on 4 August 2016</i> • Varied annual events programme delivered for a range of audiences in collaboration with partners and operators • Brand strategy for Queen Elizabeth Olympic Park embedded with all partners, operators and developers • Access to waterways opened up via Canal Park and the Leaway: <i>Canal Park completed and responsibility handed over to LLDC in spring 2016</i> • Queen Elizabeth Olympic Park protected as one of the largest metropolitan parks in east London • Aspiration for Queen Elizabeth Olympic Park to be an exemplar of accessibility, sustainability, and community benefit fully embedded in visions/missions/long-term plans of developers, operators and partner institutions |
| Standards | <ul style="list-style-type: none"> • Meet – and aspire to exceed – design, sustainability and accessibility standards • Maintain Green Flag status • On trajectory to be operating in a break even position |

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| Reputation | <ul style="list-style-type: none"> • <i>LLDC will monitor brand value/recognition, but will not publish this data due to commercial sensitivity</i> |
| Impacts | <ul style="list-style-type: none"> • Visitor numbers sustained and increasing in line with Park development • Net promoter score maintained |

d. INSPIRE

Create a global, future-ready exemplar for the promotion of cross-sector innovation in technology, sustainability, education, culture, sport, inclusion and participation in east London

The ambition in holding the 2012 Games in east London was to ‘inspire a generation’ – to bring the best athletes, to deliver the most accessible and the most sustainable Games ever, to demonstrate that regeneration would bring opportunities, and to equip young people to grasp them. It was also to inspire a generation of businesses to see their future in east London and to locate and invest here.

Following the Games, LLDC has already started to establish Queen Elizabeth Olympic Park as an area of innovation and collaboration. The very high quality standards set in transforming and opening the Park have been developed further through LLDC’s own accessibility and sustainability standards, and have already resulted in the delivery of innovations such as the multi-generational home, the largest free-to-access wifi network in an urban parkland, and recognition of the Park as a European Smart, Sustainable District. Through implementation of the Smart, Sustainable District plan, LLDC will continue to demonstrate that it is possible to use technology and integrated approaches to innovate and support the operation of resource efficient, low carbon, connected and future-ready places. LLDC will continue to engage with partners in the clean-tech industry and support and promote opportunities to provide a test bed for the trialling of new approaches to meeting business objectives, such as technology to aid in crowd-flow management and proactive, resource efficient energy and facilities management.

The plans for the Culture and Education District will take the principle of inspiration even further, attracting prestigious institutions and businesses to the site to foster even broader collaboration and innovation. It will add the arts, fashion and education to the clean technology cluster already around the Park at Here East, and generate a projected 3,000 jobs in the Park and an extra £2.8 billion of economic value from the area. The Culture and Education District will create new visitor attractions and will seek to attract knowledge based industries to the Stratford site. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best. The focus for the next five years is to deliver those plans in a way that allows the benefits to local people and businesses, as well as under-represented groups, to be fully realised.

Over the next five years, University College London(UCL) will establish a campus with academic facilities, and student and staff accommodation. On Stratford Waterfront, University of the Arts London (UAL), the Victoria and Albert Museum (V&A) and Sadler’s Wells are key partners in the development of the arts and culture district, with collaboration also coming from the Smithsonian Institution. Foundation for FutureLondon will be a key partner, helping to ensure that the arrival of world class institutions can successfully raise expectation and aspiration and provide the stepping stones towards a wider ambition.

LLDC will continue to use Queen Elizabeth Olympic Park to inspire young people, involving them at all stages of the development of the Park and giving them an ongoing voice in decisions about events and activities that take place within and around it. Significant outreach has already been undertaken with schools to connect pupils and teachers with the diverse learning opportunities within the Park, and to empower young people to share in the legacy of the Games and realise the benefits that regeneration can bring in terms of career opportunities. Over the next five years, LLDC will use the learning from this early work to continue to

reach the next generation of school children coming through the system, and focus on embedding the Culture and Education District partners into the education programme.

Landowner

As the freeholder and agency charged with responsibility for transforming Queen Elizabeth Olympic Park, LLDC is responsible for managing the masterplan development of the area, including leading the design, development and construction of most of the sites on which Culture and Education District partners will be hosted. In doing this, LLDC will continue to build on the successful principles and approaches already implemented across the Park, including strong urban and landscape design principles. Key aspects such as connectivity, environmental sustainability, inclusive design, play, sport, art and education will be considered holistically, and in a way that ensures that neighbourhoods, communities, and cultural and sporting institutions are integrated. The design of the public realm in the Culture and Education District developments will be the key mechanism for bringing all these elements together, to create space that is high quality, multi-functional, beautiful and inspiring. LLDC will lead on the planning applications for the Culture and Education District, working closely with all the programme partners (Sadler's Wells, UAL, UCL, V&A and the Smithsonian Institution).

Planning Authority

LLDC's Planning Policy and Decisions Team will ensure that the all future development plans meet the key objectives of the Local Plan, particularly those relating to education, innovation, sport, design quality and distinctiveness, and delivery of infrastructure.

Regeneration agency

LLDC's remit includes building on the 'best and most accessible Paralympic Games ever' to deliver a successful £6m Paralympic Legacy programme. To date this has incorporated a range of elements including an annual National Paralympic Day, the Motivate East inclusive sports programme, the creation of Mandeville Place on the Park, and the inclusive design of the Park and venues. The next challenge is to build on what has been learnt from the Paralympic Legacy programme and to combine this with the world-leading experience of Culture and Education District partners in areas such as disability sport, inclusive arts, inclusive urban design and transport accessibility, to identify further opportunities for innovation and collaboration. This agenda will be taken forward through a new Global Disability Innovation Hub, launched in 2016, which will comprise both a physical centre and an online community of practice to connect disabled people, practitioners and academics in order to facilitate knowledge sharing and innovation in disability. Working across institutions, faculty and sector boundaries, it is believed to be the first of its kind in the world. LLDC will continue to play a leading role in fully establishing the work of the Hub until March 2018, when responsibility will transfer to a newly established partnership led by UCL.

A key priority for LLDC is to engage with and inspire young people to access Queen Elizabeth Olympic Park and benefit from the growth and investment it has brought to east London. The GO! Schools Network is dedicated to encouraging schools to make use of the Park, to connect pupils and teachers to it through a range of outdoor learning resources linked to the curriculum to inspire learning, and to encourage them to take advantage of the events and activities on offer. This scheme was positively evaluated in July 2016 and is

now being taken forward by an education marketing and communication agency with oversight from LLDC. In 2013 LLDC commissioned delivery of Legacy Careers, a career education intervention that ran for three years in east London schools, with a key objective to create links with local employers from Queen Elizabeth Olympic Park. This initiative was instrumental in helping over 2000 young people to think about potential careers in the area and to gain confidence, skills and motivation. LLDC will continue to work with partners to establish this work further into future programmes, and to explore how the career opportunities offered by the Park along with the opportunities arising from Culture and Education District partners might be used to inspire young people’s academic choices and career paths.

A direct benefit of the London 2012 Games and the transformation of Queen Elizabeth Olympic Park has been the inspiration it has given Londoners to get involved in sport and healthy living. The LLDC Sport and Physical Activity programme has been a key part of this, and has included the leadership of two flagship sports participation projects (Active People, Active Park and Motivate East) which have collectively supported over a quarter of a million free opportunities to try sport since 2013, covering activities such as rowing, volleyball, Boccia, fitness classes, football, and sitting volleyball. In 2016 a series of events were scheduled to celebrate the Rio Games, and ran alongside the successful #ItsMyTurn marketing campaign to encourage people to try Olympic sports on the Park for themselves. This programme of work has been jointly funded and delivered with local partners and Sport England, and will come to an end in its current form in March 2018. Discussions are underway with long term Park partners to identify a creative, accessible, sustainable long term solution for sports delivery on the Park, which continues to leverage the ongoing elite and professional sport taking place in the venues, as part of the Government’s new Sports Strategy.

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| Deliverables | <ul style="list-style-type: none"> • Stratford Waterfront and UCL East design and build nearing completion • Plans for robust visitor offer developed for the Culture and Education District, including ambitious and appropriate content and visitor services, and integration with the wider Queen Elizabeth Olympic Park offer and brand • Co-ordinated marketing, programming and audience development plans developed with Stratford Waterfront institutions and local partners, and integrated into the wider Queen Elizabeth Olympic Park offer • Collaborative and innovative programme developed for disability sport, art, theatre, urban design and transport through the Global Disability Innovation Hub • Mechanisms for engaging local communities established and embedded with all partner institutions • Long term solution for sports delivery on the Park identified and implemented (<i>new deliverable</i>) |
| Standards | <ul style="list-style-type: none"> • Meet – and aspire to exceed – design, sustainability and accessibility standards • Investors in People achieved for volunteering programme |
| Impacts | <ul style="list-style-type: none"> • Good levels of local participation in arts and culture, volunteering, education, and sport programmes • Contribute to % of local residents achieving NVQ Level 3+ / 4+ • Contribute to improvements in neighbouring boroughs’ convergence |

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| | indicators relating to education and sport participation ⁷ |
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⁷ Growth Boroughs' Convergence Strategy and Action Plan: relevant indicators are: pupils achieving at least Level 4 in English and Maths and Key Stage 2; pupils achieving five GCSE grades A*-C (including Maths and English); no sport or activity (0 times 30 mins per week); obesity levels in school children in Year 6; recommended adult activity (three times 30 mins per week)

e. DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC's core values.

LLDC's core values are:

- ambition
- responsibility
- collaboration
- excellence

In addition, LLDC maintains the four priority themes established by its predecessor, the Olympic Delivery Authority:

- promoting convergence and community participation
- championing equalities and inclusion
- ensuring high quality design
- ensuring environmental sustainability

These priority themes have been embedded within this strategy, in the strategic outcomes, business objectives and measurable outputs and outcomes. The priority themes act as a set of principles for the organisation, and part of LLDC's role is to embed these themes in the way that partner organisations approach the regeneration programme in this area, particularly those which will have a long-term role in operating or overseeing the Park. Together, the values and themes drive LLDC's focus on delivering high standards across all its objectives. Most of these standards are captured under specific business objectives, and measurable outcomes for the priority themes are therefore not shown separately in this business objective.

As a regeneration agency – and particularly as the first Mayoral Development Corporation – LLDC has a role to play in leading the public narrative about the benefits of investment in regeneration, and the potential to provide an example of how this can be delivered in practice. The aspiration is that the learning from the transformation of Queen Elizabeth Olympic Park and the surrounding area, and the innovative approaches taken across a range of areas in order to deliver the regeneration mission, will be used to guide future activity in this area. LLDC will continue to share its experience with national and international counterparts and other interested parties, and will ensure that this aspiration is embedded into the visions, missions and long term plans of all developers, operators and partner institutions working in and around the Park.

In terms of delivering value for money, LLDC's cross-cutting objective is to be financially self-sustaining, without recourse to additional public subsidy by 2025. The Ten Year Plan sets out the financial position in detail, including projections for the repayment of capital borrowing from future receipts and forecasts for the generation of revenue income year on year. This is supported by a commercial strategy which establishes robust commercial governance arrangements to enable optimum value to be extracted from

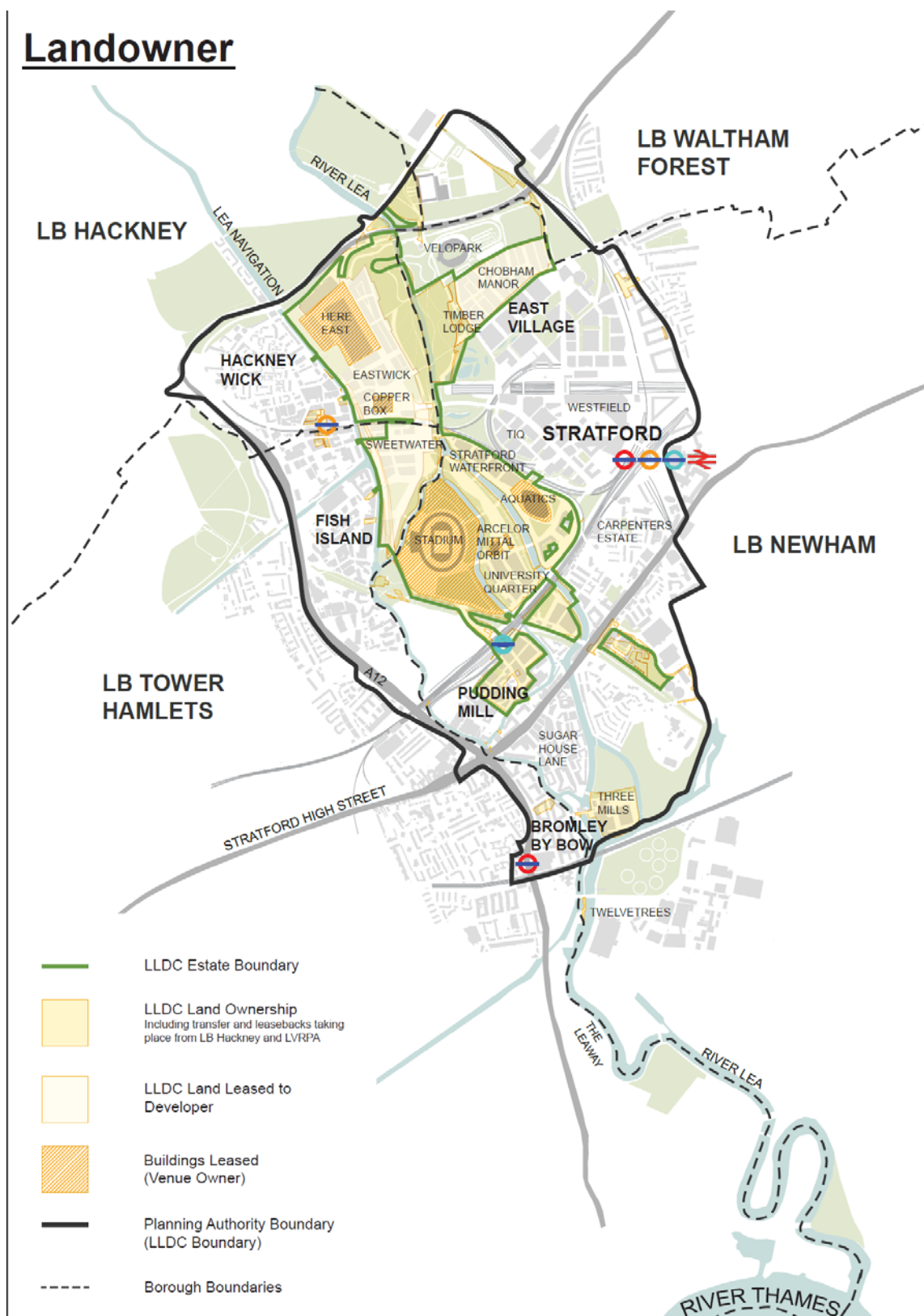
existing contracts and cost savings identified wherever possible, and explores new commercial opportunities to increase the level of income generated by the organisation. Revenue expenditure will naturally decrease over time as work is completed and responsibilities are transferred to partners, as will be the case over the period of this strategy with the leadership of activity related to sport and Paralympic legacy in particular. The resource requirement associated with the delivery of a comprehensive events programme on the Park will also decrease as development platforms are built out and the space in which to hold events is reduced.

A key priority for LLDC for the period of this strategy will be to support the Mayor of London to determine its long term future, and to develop a plan for the potential transfer of powers, obligations, assets and liabilities to existing or new organisation(s) accordingly. The nature and timing of any transition will be dependent in large part upon reaching a common understanding as to what needs to be in place in order for the vision and mission to be deemed to be fulfilled. The strategy for transition will be driven by guiding principles that ensure the retention of the integrity and quality of Queen Elizabeth Olympic Park and its venues as publicly-accessible facilities, and the generation of revenue streams to cover running costs.

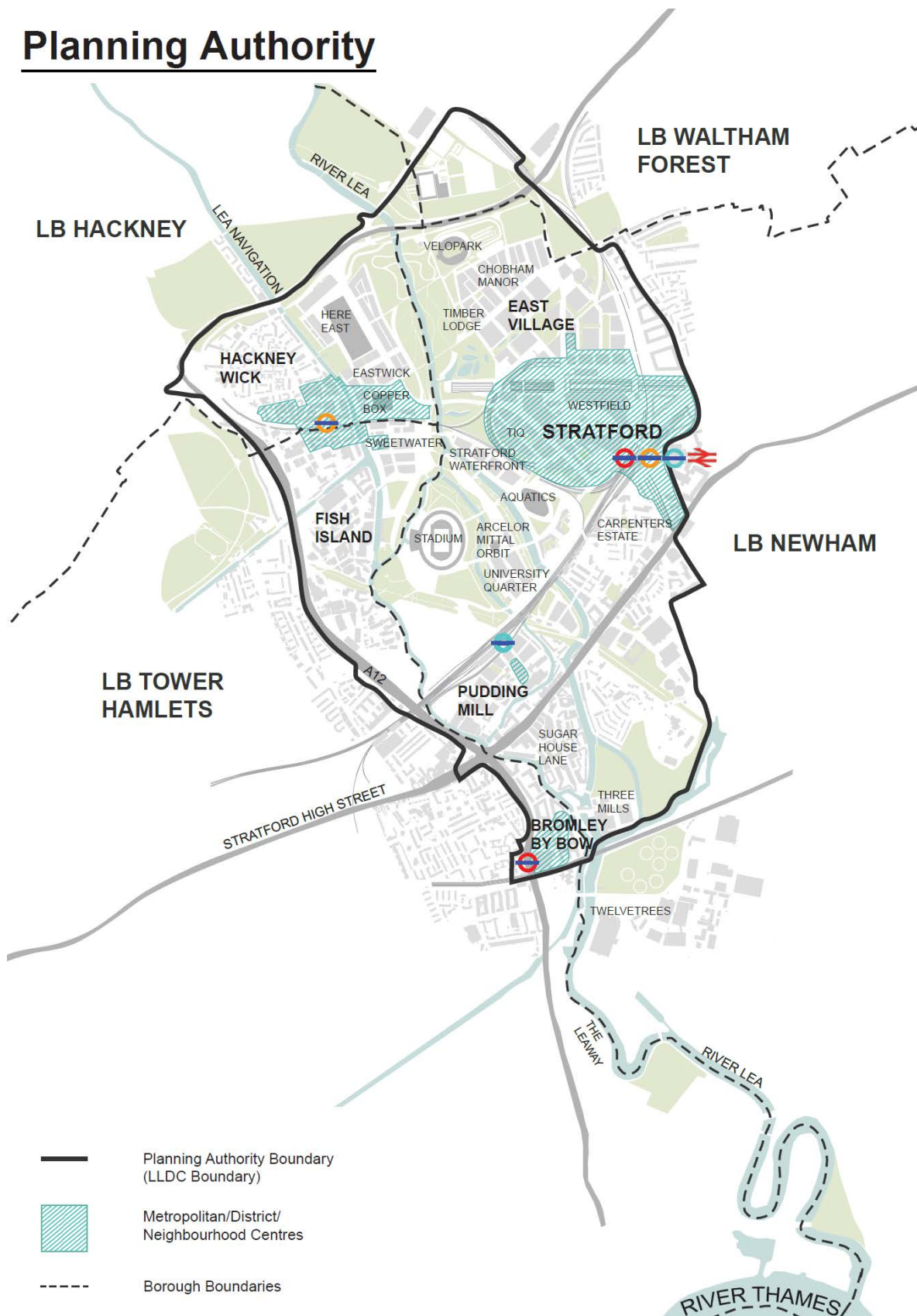
LLDC will monitor risks to delivery of this strategy through its corporate risk management processes, and report regularly to the Audit Committee.

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| Deliverables | <ul style="list-style-type: none"> • Commercial objectives being delivered in line with revised commercial framework and strategy • Learning from the transformation of Queen Elizabeth Olympic Park shared in order to guide future regeneration activity both nationally and internationally • Long term transition plan for LLDC developed (<i>new deliverable</i>) |
| Standards | <ul style="list-style-type: none"> • Unqualified annual accounts • On trajectory to be operating in a break even position • Operate to the highest standards of health and safety |

Appendix: Maps



Planning Authority



Regeneration Agency

