


CORPORATE PERFORMANCE

APR-JUN 2021
QUARTER 1

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INTRODUCTION AND SUMMARY

This is the first quarterly report of the London Legacy Development Corporation (LLDC) for 2021/22 that provides an update on progress on strategic objectives and against corporate milestones and measures. It also sets out information about the Legacy Corporation's financial performance, including updates on achieving savings and efficiencies, and key financial risks.

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



SUMMARY OF PROGRESS IN THE QUARTER APRIL TO JUNE 2021

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

- Continued to implement safety measures for LLDC employees and Park and venue users in line with guidance, supported by clear and consistent communications.
- The successful and safe operations of the London Aquatics Centre, Copper Box Arena and ArcelorMittal Orbit in line with changing guidelines.
- Hosting of British Swimming Trials and Olympic Qualifying Events at the London Aquatics Centre and Vitality Netball Superleague at the Copper Box Arena behind closed doors.
- Continued East Bank construction works and procurement programme, including the topping out ceremony for the UCL East's Pool Street West site.
- Opening of the London Blossom Garden which commemorates the impact of COVID-19 on Londoners by the Mayor of London.
- Successfully managed the return of spectators to the final Premier League match of the season at the London Stadium safely and in line with guidelines.
- Hosting of a mass vaccination centre for COVID-19 at the London Stadium and a Covid testing centre at Timber Lodge.
- Agreement with UKA that the Anniversary Games Diamond League athletics meet would not be held in the London Stadium, so there was no requirement to move seats in the summer for this one event.
- Opening of Build East, the new Construction Training Centre at East Wick.
- Launch of the 2021 STEP programme.
- Recruitment commenced for participants for the 2021 East Summer school.
- Continued construction for Chobham Manor phase 3 and 4 to programme.
- East Wick and Sweetwater phase 1 construction continued on programme.
- Progressed procurement for a developer for Stratford Waterfront and Bridgewater with four bidders being taken through to the Invitation to Submit Outline Proposal stage.
- Completed 3 Mills Studios River Wall parapet, handrail works and final towpath works.
- Publication of Annual Environmental Sustainability Report.
- Launch of internal Inclusive Culture campaign on recognition.
- Publication of the new Queen Elizabeth Olympic Park Strategy to 2025.

AIMS FOR NEXT PERIOD

- Continue to operate safe and well-maintained Park in line with changing guidelines and increased events, including the Get Together community event in August and larger scale events such as the QEOP half marathon in September.
- The safe and successful operations of London Aquatics Centre, Copper Box Arena for community sport use and the ArcelorMittal Orbit for visitors in line with changing guidelines.
- The safe and successful opening of the London Stadium for the 2021/22 football season to allow for capacity crowds.
- Continue East Bank construction works and procurement programme.
- Complete construction for East Wick and Sweetwater phase 1; Reserved Matters Applications for phases 2 to 7 approved.
- Continue developer procurement for Stratford Waterfront and Bridgewater.
- Continue masterplanning work for Pudding Mill Lane development and submits Bridgewater planning application.
- Launch of the East Summer School.
- Opening of Good Growth Hub.
- Re-opening of Timber Lodge and food and beverage kiosks following procurement of new operators.
- Mobile Gardens to open at East Wick and Sweetwater.
- Planning Decisions Committee to consider MSG sphere application.
- Approval of the Annual Planning Authority Monitoring Statement by the LLDC Board.

FINANCIAL PERFORMANCE SUMMARY

CAPITAL SUMMARY

	Qtr to 30 Jun 21			Full Year 2021/22		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000
CAPITAL INCOME						
Development	(7,825)	(12,867)	5,042	(51,998)	(52,403)	405
East Bank	(5,415)	(30,024)	24,609	(165,630)	(165,630)	0
Park Operations and Venues - excl Trading	0	(76)	76	(578)	(578)	0
Total Capital Income	(13,240)	(42,967)	29,727	(218,206)	(218,611)	405

CAPITAL EXPENDITURE						
Construction	365	538	(173)	743	814	(71)
Development	2,514	3,975	(1,461)	15,589	16,274	(685)
Executive Office	9	12	(3)	49	49	0
Finance and Corporate Services	422	552	(130)	2,488	2,216	272
East Bank	34,035	48,144	(14,109)	198,777	192,761	6,016
Park Operations and Venues - excl Trading	650	1,196	(546)	12,925	13,025	(100)
Regeneration and Community Partnerships	35	116	(81)	497	462	35
Stadium	1,096	2,271	(1,175)	9,085	9,085	0
Contingency	0	0	0	9,940	10,372	(432)
Total Capital Expenditure	39,126	56,804	(17,678)	250,093	245,058	5,035
Total Net Capital Funding required (GLA)	25,887	13,837	12,050	31,887	26,447	5,440

	Opening balance	Year to date	Forecast In-Year	Forecast Closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	372,236	25,887	31,887	404,123	115,877	115,877

S106 & OPTEMS balance (£000)	39,807
CIL balance (£000)	17,409

CAPITAL INCOME

- Sales of Open Market Sale (OMS) residential units from the the East Wick and Sweetwater development are progressing well. The income forecast for the development is slightly lower than budget as sales of car park spaces, which are sold alongside residential units, are projected to be lower than planned.
- Capital income is behind budget in the year to date; this is a timing matter as capital grant draws from the Greater London Authority (GLA) will be recognised at the end of the year.

CAPITAL EXPENDITURE

- The East Bank construction forecast is based on the latest programme, reflecting COVID-19 delays. There is an in-year overspend expected of £6.0m due to the acceleration of construction programme - which is a timing matter rather than an overall overspend.
- The BBC lease for their site at Stratford Waterfront is due to be signed imminently, at which point LLDC's (budgeted) contribution to the stamp duty cost will be due.
- Within Development, a revised procurement strategy for Rick Roberts Way is likely to result in a £0.6m underspend in 2021/22.
- In the year to date £0.4m has been drawn from Capital Contingency, including £0.3m to provide additional resourcing to support the Corporation's procurement pipeline.

EASTBANK FINANCIAL SUMMARY

The place-making centrepiece of LLDC's regeneration activities is the East Bank project. This will deliver new sites on the Park for Sadler's Wells, BBC Music, the V&A, University of the Arts London (collectively known as 'Stratford Waterfront') and University College London. It represents a unique prospect for London and a concept that is almost unparalleled on the international stage.

This section of the report sets out transparently the budgeted and forecast costs of the Stratford Waterfront project being delivered by LLDC, excluding University College London (who are responsible for delivering their own buildings) and will track the movements each quarter.

The following table sets out for each element of the Stratford Waterfront scheme the:

- **Current Baseline Budget** - the current budget, adjusted for approved changes throughout the lifetime of the project
- **Total spend to date** - the cumulative expenditure incurred on the project as at time of reporting
- **Anticipated Final Cost** - the latest estimate of the final cost of the project, once all works are complete
- **Variance** - this is a comparison of the Anticipated Final Cost to the Current Baseline Budget
- **AFC Movement in Quarter** - the quarter on quarter movement in the AFC
- Both the BBC and UAL make contributions to the cost of their buildin

Building	Current Baseline Budget (CBB) £m	Total spend to date £m	Anticipated Final Cost (AFC) £m	Variance (AFC - CBB) £m	AFC movement in quarter £m
University of the Arts London	210.4	88.5	210.4	0	-0.6
V&A	85.9	29.7	100.3	14.4	-0.2
Sadler's Wells	84.1	28.4	96.2	12.1	0.3
BBC	73.8	24.4	87.4	13.6	-1.5
Retail	8.6	2.5	9.3	0.6	0.1
Public realm	46.1	18.6	56.6	10.5	-0.2
Carpenters Land Bridge	7.9	6.4	8.4	0.5	0
Sitewide contingency	52.3	0	3	-49.3	-0.1
Stratford Waterfront Total	569.2	198.5	571.7	2.4	-2.2
LLDC Managed costs	58.7	44.3	58.7	0	0
Stratford Waterfront Programme Total	628.0	242.8	630.4	2.4	-2.2

Commentary as at 30 June 2021:

- The Anticipated Final Cost is £2m above the Current Baseline Budget. This increase since last year's budget setting is largely due to increases in the estimated cost of delivering the Public Realm works (following a comprehensive review of the underlying cost plans), and development and integration issues on site. These increases are partially offset by decreases in the estimated additional costs arising as a result of the COVID-19 pandemic.
- As with most large-scale construction projects, East Bank is being significantly impacted by the pandemic; consequently, included within the Anticipated Final Cost is £52m projected additional costs as a result of the pandemic. Allowances for this were included within LLDC's 2021/22 Budget Submission, approved by the Mayor in February 2021.
- The Anticipated Final Cost of the scheme has reduced by £2m over the last quarter, with the biggest contributors being the return of tenders for the BBC fit-out works and cross-building architectural metalwork, both below previous forecasts.
- The overall impact of tender returns in excess of budget, design development and integration issues, and the impact of the pandemic are the main contributors to the increase in the project budget since the final business case (FBC) was approved by the Government in March 2018. The total current budget of £628m is c£157m higher than the equivalent scope in the FBC, with the impacts of the pandemic causing around 40% of the increase, design development and integration issues c27%, and tender returns around 35%. These increases are partially offset by other factors such as transfers of scope that are funded by the East Bank partners, of the increases in costs since the FBC it is estimated that UAL will contribute an additional £29m based on the current AFC.

Mace, the Corporation's Project Manager on the East Bank have flagged further risks in relation to design development and integration that are not currently funded or reflected in the AFC and are currently expected to be mitigated in full. This risk is carried by the GLA (and to the extent related to their building by UAL) but was unfunded in last year's budget on the basis that there are plans to mitigate in full and this is the current most likely outcome as assessed by the Corporation's Project Manager. The risk will be fully reviewed in the upcoming budget submission.

REVENUE SUMMARY

	£000				Variance breakdown £000		
	Full Year Budget	Quarter to date	Full Year Forecast	Variance to Budget	COVID-19 impact	Savings (Additional) / Shortfall	Other
REVENUE INCOME							
East Bank	0	1	(47)	(47)	0	0	(47)
Executive Office	(29)	(7)	(29)	0	0	0	0
Development	(571)	(109)	(753)	(182)	0	0	(182)
Finance, Commercial and Corporate Services	(291)	(72)	(291)	0	0	0	0
Park Operations and Venues - excl Trading	(4,701)	(1,149)	(4,306)	395	420	0	(25)
Park Operations and Venues - Trading	(7,985)	(2,203)	(7,751)	234	275	0	(41)
Planning Policy & Decisions	(1,400)	(229)	(1,400)	0	0	0	0
Regeneration and Community Partnerships	(63)	0	(63)	0	0	0	0
Total Revenue Income	(15,040)	(3,768)	(14,640)	400	695	0	(295)

REVENUE EXPENDITURE							
Communication, Marketing and Strategy	1,893	324	1,954	61	0	0	61
Commercial Strategy	465	0	465	0	0	0	0
Development	90	27	234	144	0	0	144
Executive Office	2,554	522	2,519	(35)	0	0	(35)
Finance, Commercial and Corporate Services	5,890	1,479	5,816	(74)	0	0	(74)
Park Operations and Venues - excl Trading	9,872	1,773	9,718	(154)	0	(164)	10
Park Operations and Venues - Trading	9,443	1,859	9,239	(204)	(36)	(242)	74
Planning Policy & Decisions	2,796	680	2,902	106	0	0	106
Regeneration and Community Partnerships	2,817	426	2,829	12	0	0	12
Stadium	11,785	4,315	15,904	4,119	0	100	4,019
Revenue Contingency	2,642	0	2,570	(72)	0	0	(72)
Total Revenue Expenditure	50,247	11,406	54,149	3,902	(36)	(306)	4,244
Net Revenue Expenditure	35,207	7,638	39,509	4,302	659	(306)	3,949

	£000			
	Full Year Budget	Year Actual to date	Full Year Forecast	Variance to Budget
TRADING				
Timber Lodge Café	65	23	57	(8)
ArcelorMittal Orbit (AMO)	458	74	443	(15)
Kiosks	(22)	0	(22)	0
The Podium	(128)	(89)	(143)	(15)
London Aquatics Centre	1,571	332	1,643	72
Copper Box Arena	902	201	795	(107)
3 Mills Studios	(920)	(629)	(920)	0
Other Trading Income	(209)	17	(103)	106
On Park Properties	(300)	(223)	(300)	0
Off Park Properties	41	(49)	38	(3)
Total Trading Net (Surplus)/Deficit	1,458	(344)	1,488	30

REVENUE INCOME

- A favourable variance in Development relates to additional Planning Performance Agreement (PPA) income, which will offset additional costs of resourcing this work.
- The Here East rental income threshold is not expected to be met as anticipated, as it has been impacted by the COVID-19 pandemic. This is expected to result in a lower return to LLDC this year.
- Due to COVID-19 restrictions at the London Aquatics Centre and Copper Box Arena (during Q1) venues are unlikely to generate the budgeted surplus this year (allowing for rolled up losses from 2020/21).

REVENUE EXPENDITURE

- Following negotiations, the cost of the estate and facilities management contract for the Park has been revised. This has resulted in a favourable variance within Park Operations and Venues. This saving will be ring-fenced at year-end to help fund the cost of the Operational Contracts procurement currently underway.
- The Stadium forecast reflects the anticipated financial performance for E20 Stadium LLP Group. The 2021/22 forecast is expected to be £4.1m worse than budget. This as a result of:
 - The loss of income from being unable to host summer events in 2021. The Hella Mega concert tour is now due to take place in June 2022.
 - Additional costs anticipated from Europa League matches.
 - Slippage to certain commercial income, which has been affected by the COVID-19 pandemic.
- The additional cost in relation to the Stadium is funded through additional savings carried forward from 2020/21.
- In the year to date £0.1m has been drawn from Revenue Contingency, including consultancy relating to the 3 Mills Studio.

SAVINGS AND EFFICIENCIES

LLDC has delivered significant revenue savings in recent years and a further £2.1m savings and efficiencies have been incorporated into the approved budget for the year.

2021/22 - Full Year			
	Savings Target £000	Forecast £000	Variance £000
REVENUE INCOME			
Park Operations and Venues - excl Trading	(142)	(142)	0
Park Operations and Venues - Trading	(869)	(869)	0
Planning Policy & Decisions	0	0	0
Total Revenue Income	(1,011)	(1,011)	0
REVENUE EXPENDITURE			
Communication, Marketing and Strategy	(166)	(166)	0
Executive Office	(132)	(132)	0
Finance, Commercial and Corporate Services	(387)	(387)	0
Park Operations and Venues - excl Trading	(304)	(468)	(164)
Park Operations and Venues - Trading	48	(195)	(242)
Planning Policy & Decisions	(39)	(39)	0
Regeneration and Community Partnerships	(29)	(29)	0
Stadium	(100)	0	100
Total Revenue Expenditure	(1,109)	(1,415)	(306)
Net Revenue Expenditure	(2,121)	(2,427)	(306)

LLDC has reacted quickly and decisively to meet the significant challenge posed by the Mayor in June last year. Despite committing to delivering the additional savings, LLDC strongly believes that it and Queen Elizabeth Olympic Park are well-placed to support the recovery from COVID-19. The ongoing investment in infrastructure, homes and jobs will play an important role in supporting London's social and economic recovery.

Savings are expected to be delivered from:

Income opportunities: LLDC has identified potential for additional income, mainly from opportunities at 3 Mills Studios and interim uses of the Corporation's remaining development sites.

Discretionary spend: LLDC's discretionary cost base is very limited, largely due to savings delivered over previous years. However, savings identified include professional fees, IT costs, repairs and maintenance and marketing and communications. All staff vacancies are being reviewed on a case by case basis and staff redeployed to other duties where appropriate. Spending on Inclusion and Diversity has been protected.

In 2020/21, the London Stadium achieved savings well above the target set. Savings are not expected to be realised from the Stadium in 2021/22 for a variety of factors including the postponement of summer 2021 events due to COVID-19.

INCLUSIVE GROWTH

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

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

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

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

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

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



PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

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

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme.	Construction work has continued to progress in line with the programme which was revised in line with the impacts of the COVID-19 crisis, with social distancing measures in place. The four building structures are now well above ground.
Completion of procurement for all East Bank Stratford Waterfront construction packages.	The programme of procurement of contractors has continued.
UCL continue construction of their new university campus, UCL East.	Work at the East Bank UCL East's Pool Street West site and Marshgate site are progressing very well, to programme. The topping out ceremony was held for the Pool Street West site in this period.
Continue to work with East Bank partners to facilitate the development of the partnership to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.	The Benefits Delivery Plan of the East Bank Strategic Objectives Board 2020-2023 has been agreed and all partners are working together to deliver this.
Deliver an effective and responsive planning service: <ul style="list-style-type: none"> • At least 70% of applications determined in time. • Number of planning enforcement cases closed per month. 	Target for applications determined in time exceeded every month in this period, including 80% in June. This period saw the successful prosecution of the landowner at 616 Wick Lane as a result of enforcement notices issued by LLDC. No other cases closed in this period.
Delivery of Town Planning programme, including: <ul style="list-style-type: none"> • Annual monitoring report publication • Planning Obligations SPD and Carbon Offset SPD adoption and publication 	The Annual Monitoring report is due to be published in the next period. The Planning Obligations SPD and Carbon Offset SPD are due to be adopted in Q3 2021/22.

PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Annual Environmental Sustainability Report published.</p>	<p>The Annual Environmental Sustainability Report for 2019/20 was published in this period, link here.</p>
<p>Continue to generate a surplus through 3 Mills Studios and manage effectively the planned refurbishments.</p> <p>Complete parapet, handrail and the final towpath works.</p>	<p>3 Mills trading performance is set out in the Financial Section.</p> <p>Design team in place for refurbishments, planning submitted and procurement underway for works contract.</p> <p>Parapet, handrail final towpath works completed in this period.</p>
<p>Develop the QEOP advanced mobility programme.</p> <p>Contribute to delivery of the QEOP Innovation District programme: Specifically, CleanTech work streams (electric vehicle charging; smart grid; decarbonisation; and circular economy).</p>	<p>Smart Mobility Living Lab testbed progressing as planned, following a delay due to COVID-19.</p> <p>Cleantech innovation options (including Freightlab) are being pursued.</p>
<p>Maintain a safe and well-maintained Park, making adjustments in line with any changes to guidelines relating to COVID-19 and attracting visitors: the visitor estimate is set at the pre-COVID level of 6.2m, noting that delivery of this estimate will be impacted by COVID restrictions.</p> <p>Manage and maintain the quality of the Park and venues, including retaining Green Flag status.</p>	<p>In this period, LLDC maintained safe and high quality Parklands as lockdown measures changed, supported by on Park, web and social media communications. There were just over 777,000 visits to the Park in April, May and June 2021, which is roughly 40% of the usual visitor numbers before the COVID-19 crisis.</p>

PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Operate safe and well-maintained venues, making adjustments in line with any changes to guidelines relating to COVID-19 and attracting visitors in line with those restrictions. The targets are set at pre-COVID levels: 1m visitors to the London Aquatics Centre; 445k visitors to the Copper Box Arena, noting delivery of these targets may be impacted by COVID restrictions.</p>	<p>The London Aquatics Centre and Copper Box Arena re-opened for community use in line with safety guidelines on 12 April 2021. In this period, the Copper Box Arena completed the hosting of 50 Vitality Netball Superleague matches successfully as one of two venues for matches. To the end of June, there have been over 25,000 visitors to the Copper Box Arena and over 117,000 visitors to the London Aquatics Centre and 10,000 visitors to the ArcelorMittal Orbit.</p>
<p>Support safe delivery of major events including the Rugby League Wheelchair World Cup.</p> <p>Support safe delivery of small events, community sports and filming on the Park.</p> <p>Open High Ropes visitor attraction.</p>	<p>Rugby League Wheelchair World Cup matches are scheduled to take place at the Copper Box Arena in November 2021.</p> <p>Small events took place in the Park during this period, including runs, and filming continued to take place on the Park.</p> <p>High Ropes delivery impacted by COVID-19, LLDC is working with operator to review options.</p>
<p>Continue Stadium operations including football, summer concerts and athletics.</p>	<p>Spectators returned to the Stadium for Premier League football on 23 May 2021 where 10,000 supporters saw West Ham United's final match of the season on against Southampton FC. The Stadium hosted a mass COVID-19 NHS vaccination centre in June. The athletics meeting scheduled for summer 2021 moved to a different venue following agreement with UKA and the Hella Mega Tour concert was postponed to June 2022.</p>

COMMENTARY ON KEY LIVE PROJECTS

In this period, we maintained safe and high quality Parklands as lockdown measures changed, supported by on Park, web and social media communications. Park usage is at roughly at 40% of previous numbers following lockdown.

During this period, the Park was open including play areas, with outdoor gyms re-opening. There was clear signage reminding visitors to take precautions. The toilets close to the ArcelorMittal Orbit and the Timber Lodge were open with increased cleaning regimes. Preparations were made to ensure the Park and venues were safe for further restrictions to be lifted in the next period.

The Timber Lodge was used as a COVID-19 testing centre for construction workers and residents between March and May 2021. The Timber Lodge will reopen as a café shortly, following the completion of procurement of a new operator. New operators for kiosks on the Park are also being appointed.

Lee Valley Regional Park Authority venues also opened in this period and boat tours re-commenced.

Restaurants, bars, cafes and retail outlets on the Park and at Hackney Bridge were open and location filming on the Park took place in this period.



The London Aquatics Centre and Copper Box Arena re-opened for community use in line with safety guidelines. The London Aquatics Centre held the British Swimming Trials & Olympic Qualifying Events, in this period, with elite swimmers competing for their spot at the Tokyo Olympics. In this period, the Copper Box Arena completed the hosting of 50 Vitality Netball Superleague matches successfully as one of two venues for matches.

The ArcelorMittal Orbit attraction and Slide re-opened in this period, operating Fridays to Sundays between 11am and 3pm and each day at half term.

Scheduled events on the Park include 5km and 10km series runs, and the half marathon on 5 September 2021. The Wing Fest 2021 food festival is also scheduled to take place on 24 and 25 July 2021.

Following the death of the Duke of Edinburgh the Park flew flags at half-mast and we used external communications to show our respect.



COVID-19 commemoration

London Blossom Garden which commemorates the impact of COVID-19 on Londoners was officially opened by the Mayor of London in this period. A total of 33 blossoming trees have been planted at the heart of the garden, representing all London boroughs and the City of London. The eight species of spring blossoming trees have been chosen for the memorial as the blossom season coincided with the start of the first national lockdown in March this year, at the peak of the first wave of the pandemic.

LLDC has worked in partnership with the GLA, the National Trust and with support from Bloomberg to create the garden. The GLA have produced a film about the Garden - **here**.

LLDC is working with the National Trust and GLA on commissioning community engagement for the Blossom Garden. Funding of £15,000 has been agreed for five initial community engagement projects from July to September 2021 to active the Blossom Garden space and people's connection to it. Activities include:

- Bloom education (taking place during East Summer School): art and wellbeing workshops;
- Rosetta arts – illustration, poetry and photography workshops over a 6 week period; and
- Our Park Lives – guided tours specific to the Blossom Garden

London Stadium

Following changes to lockdown restrictions, spectators returned to the London Stadium for Premier League football. 10,000 supporters saw West Ham United's final match of the season on 23 May against Southampton FC. The Stadium team, along with LLDC teams such as security and marketing and communications, worked hard to ensure a match day event which was safe and well organised. West Ham completed their best season for many years, finishing in sixth place and qualifying for the Europa League. Work is underway to prepare for the return of capacity crowds to the Stadium from the start of the 2021/22 football season in the next period

West Ham and the London Stadium announced an extension to the deal with Heineken as the official beer and cider partner of the football club in this period.

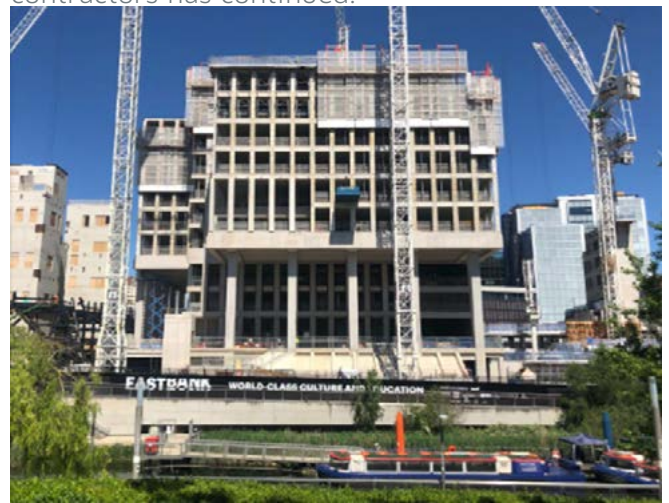
The London Stadium also hosted a mass COVID-19 NHS vaccination centre in June. 6,000 people in East London received their first vaccination at the Stadium, supported by NHS workers and volunteers.

It was confirmed in this period that the Hella Mega concert which was due to be held in the London Stadium on 25 June 2021, featuring Green Day and Weezer, has been postponed to 2022. LLDC also came to an agreement with UKA that the Anniversary Games Diamond League athletics meet, scheduled for 13 July 2021, will not be held in the London Stadium: our position is that the cost of transforming the venue from football to athletics mode, and back again, cannot be justified for just one event. There will therefore be no major events at the Stadium in between the end of the current 2020/21 football season and the start of the 2021/22 season, with no seat moves being made.

East Bank

At Stratford Waterfront, construction work has continued to progress in line with the revised programme and with social distancing measures in place. The four building structures are now well above ground. The UAL building is shown in the photo below. UAL frame at is at level 13, façade and MEP works have commenced. V&A lift cores are complete and steelwork has commenced. Sadler's Wells frame and auditorium and BBC frame and studios boxes have commenced. Construction of the Public Realm frame has also commenced.

The programme of procurement of package contractors has continued.



Works at the East Bank UCL East's Pool Street West site (Vinci) and Marshgate site (Mace) are progressing very well. Pool Street West site works continued through the lockdown period with full social distancing measures in place and the topping out ceremony held. The below photo shows Marshgate in the foreground and Pool Street West in the background.





3 Mills Studios are open, filming has continued and East London Science School is open. Main river wall repairs works are complete. Parapet, handrail and final towpath works completed in this period.

As part of the workstream to develop the Park as an **Inclusive Innovation District**, increasing attention is being paid to the role that the Park can play as a real-world urban testbed. The test bed will offer opportunities to trial emerging new technologies and approaches, both physically and virtually, to improve the way we live and work in cities. It will focus on a small number of key sectors: alongside clean tech and advanced mobility, these are likely to include disability-led design, linking in with the Global Disability Innovation Hub led by UCL at Here East; movement of people and things; health and wellness; and creative production and consumption. The test bed will be launched by the end of 2021, with the ambition that Queen Elizabeth Olympic Park will ultimately become a globally recognised research and investment location within those target sectors.

Collaboration work and soft market testing is underway between partners who will together appoint a creative agency to develop a name and brand identity for the Inclusive Innovation District, this is being supported by workshops with the four Boroughs looking at current thinking, brand positioning and identity and will move into best practice and tools and techniques in the coming months.

A project has commenced to develop a 'digital twin' for the Park, allowing visualisation of Park data, for example, with the potential for use in prototype planning.

A six month trial has commenced with Fyma – an Artificial Intelligence company – working with CCTV tracking vehicles and uses across the Park.

Town Planning

The Development Management and Planning Policy functions have both maintained business as usual during this period, including exceeding targets for applications determined in time. On planning enforcement, a key achievement during this period has been the successful prosecution of the landowner at 616 Wick Lane as a result of enforcement notices issued by PPDT. This has been a lengthy process due to the lack of available court time to consider this case during the pandemic.

On MSG Sphere London, further detailed discussions are being held with MSG on the planning impacts of the proposal. Whilst officers are working towards reporting the application to Planning Decisions Committee in September 2021 this has yet to be confirmed.

Community Infrastructure Levy (CIL) collection and allocation

The Legacy Corporation is required to prepare an Infrastructure Funding Statement annually reflecting CIL and Section 106 income and expenditure. The charging authority must publish its Infrastructure Funding Statement on its website no later than 31 December following the end of the reported year. Updates will continue to be made quarterly through this report.

The Legacy Corporation started charging its CIL on the 6 April 2015 (LCIL1) and put in place a new charging schedule on 1st July 2020 (LCIL2), which applies to schemes given permission after this date.

in Quarter 1 2021/22 one LLDC CIL payment was received.

Date received	Amount received
June 2021	£277,419.31
Total	£277,419.31

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 1 2021/22 £242,154.06 was collected. This will be transferred to TfL (less a 4% administration charge retained by LLDC).

The following CIL funds were allocated in this period:

- £1,960,000 allocated to Three Mills Infrastructure Improvements; and
- £43,360 allocated to the Hackney Wick School Street Scheme

Work is being undertaken to resolve a significant issue relating to the **Northern Outfall Sewer Bridge** at Stratford High Street, which carries the Northern Outfall Sewer along with other utilities. A survey by Thames Water discovered significant deterioration in the structure including rust to a number of strategic supports which will need to be repaired. This will be complex work and will cause significant disruption and increased traffic across the surrounding area, with diversions for all vehicles over 7.5 tonnes with special exemption for certain TfL buses and emergency service access. There is not an option to close the entire road for the works due to the volume of traffic that uses the High Street. It is anticipated that following design work, the repairs will commence towards the end of 2021 and may take 2 to 3 years to complete. To support the works, diversion routes and width restrictions on two roads will be implemented along with signage and traffic control measures. LLDC is working closely with Thames Water and the London Borough of Newham to make preparations for this work to be undertaken, minimise disruption and communicate the changes.

KEY RISKS AND ISSUES

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

COMMUNITY

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

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

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

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

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

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



PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Developer selected for Stratford Waterfront and Bridgewater residential development; Joint Venture established.</p>	<p>The procurement for Stratford Waterfront and Bridgewater sites has continued with four bidders submitting Outline Proposals which are being evaluated. It is anticipated that a developer will be selected in early 2022/23, allowing the establishment of a Joint Venture.</p>
<p>Hackney Wick Neighbourhood Centre design and Planning complete; commencement of construction.</p>	<p>Notting Hill Genesis have been selected as developer. Design work is due to commence in the next period, design and planning stages to be undertaken ahead of the commencement of construction in 2022/23.</p>
<p>Urban Design Framework complete for Rick Roberts Way and land swap concluded with LBN. Masterplanning and developer procurement commence.</p>	<p>Approval has been secured from Board for a consolidation of interests with LB Newham and legal negotiations are being progressed. The Urban Design Framework is underway for completion in the next period.</p>
<p>Chobham Manor development construction complete (phases 3 and 4).</p>	<p>Construction has continued to progress well. The southern side of phase 3 has completed along with the nursery and community centre and the frame for phase 4 now installed.</p>
<p>East Wick and Sweetwater phase 1 construction complete; delivery for later phases agreed and construction commences.</p>	<p>Construction has progressed well on phase 1, the first PRS (Private Rented Sale) block has completed and is occupied, and phase 1 is scheduled to complete in the next period.</p>
<p>Progress development strategy for Bromley by Bow.</p>	<p>LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications have been approved. These sites have since been acquired by The Guinness Partnership who have increased the percentage of affordable homes to be built to 50%, construction is underway.</p> <p>Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area, which will come forward following Transport for London (TfL) junction works to the A12. Project at risk due to TfL funding constraints following the COVID-19 crisis, discussion ongoing with TfL and other funding options are being explored.</p>

PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
Progress Aquatics Triangle and Chobham Farm developments.	Marketing of Chobham Farm site due to commence in the next period. Aquatics Triangle project to be reviewed in the next period.
Progress delivery of enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park.	Funding secured to deliver local projects at Stratford Walk and Pudding Mill Lane, north of the DLR station. Walking and Cycling Project Manager recruited.
Delivery of the Great Get Together and any smaller community events on the Park.	Potential for a smaller-scale version of the Great Get Together – the Get Together – is scheduled for the next period.
Delivery of an annual Youth Conference in conjunction with partners.	A youth conference, developed by Legacy Youth Board and Legacy Youth Voice, was held online on 18 March 2021.
Retain a minimum of 300 active Park Champion volunteers. Recommence Mobility Service when pandemic restrictions permit. Reopen Information Point when pandemic restrictions permit and transfer operation to the IQL Pavilion by autumn 2021.	Mobility Service and Information Point re-opened in this period, preparations made for transfer of Information Point operations to the nearby Pavilion building at IQL in the next period.
Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.	Joint community engagement strategy developed with involvement from Chobham Manor residents though limited activity currently due to restrictions. East Wick and Sweetwater, Ongoing dialogue regarding neighbourhood building as phase 1 residents start to move in. Some community engagement at the London Stadium, limited due to COVID-19 restrictions. East Bank focus on EAST Summer School (see below).

PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>Lease extended at Hub67 till December 2021. Limited activity at Carpenters Cage due to COVID-19 restrictions.</p> <p>Mobile Garden in storage and on programme for move and opening in its new location in East Wick and Sweetwater in the next period.</p> <p>Outreach programme to support has been developed.</p>
<p>Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.</p>	<p>Legacy Youth Board sessions held to seek feedback on both the commercial and corporate strategy. Legacy Youth Board recruitment took place with 40 local young people applying.</p>

COMMENTARY ON KEY WORK PROJECTS

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



Chobham Manor

The Chobham Manor development is underway, Taylor Wimpey are developing 850 homes at the site. Phase 1 (consisting of 259) is now fully complete and all homes have been sold.

Phase 2 is complete and all 207 units have been occupied. All Phase 3 homes have been sold. The southern side of phase 3 has completed along with the nursery and community centre, phase 3 is due to complete in 2021/22. Construction of the final

phase of the development – phase 4 – continues with the installation of the frame compete. Phase 4 completions will begin in 2021 and is on programme to complete in 2022

East Wick and Sweetwater

Work has continued on the new neighbourhoods, including up to 1,500 new homes, in East Wick and Sweetwater.

The first PRS block has completed and is occupied. Sales of private and shared ownership homes are going very strongly. East Wick and Sweetwater has been shortlisted at the 2021 First Time Buyers Awards for Best Large Development, Best Off-Plan Development and Best Use of Interactive Tools. Voting is currently open, ahead of the award ceremony in September, and more information can be found [here](#).

Hackney Wick Central

Spanning the border between the London Boroughs of Hackney and Tower Hamlets, the Hackney Wick Central development will provide a new neighbourhood centre around the recently improved Hackney Wick Station, building on the distinctive character and heritage of the area. The centre will include workspace, retail and community facilities, as well as up to 200 new homes. Procurement has completed for a developer with Notting Hill Genesis (NHG) selected. Design work is due to commence in the next period, design and planning stages to be undertaken ahead of the commencement of construction in 2022/23.



pudding Mill

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

Design work for the two Pudding Mill sites is in advanced stages, with the Bridgewater planning application due to be submitted in August 2021 followed by the Pudding Mill Lane application in December 2021, both in time for the 31 December 2021 deadline. Delivery and funding strategies for Pudding Mill Lane are to be developed during 2021, with the intention of including in the 2022/23 Budget Submission.

Procurement to select a joint venture partner to take forward the **Bridgewater and Stratford Waterfront** sites has continued, with four bidders submitting Outline Proposals which are being evaluated.

East Summer school

LLDC is working with partners to deliver East Summer School 2021. The Summer School has been running annually since 2018 and was delivered online in 2020 due to the COVID-19 crisis. This year the Summer School is moving back to being in-person rather than online and is taking place in and around the Park and East London in the next period. There are 597 places on the course over the two weeks, the majority of the participants will do two of these weekly courses so it is anticipated that there will be 350 unique participants across the fortnight.

The Summer School is free and the face-to-face sessions range from one-off one-day workshops to week-long courses, covering subjects as diverse as arts and fashion, engineering medical solutions, skateboarding and break dancing. The Summer School is supported by our East Bank partners - UAL's London College of Fashion, University College London, V&A, Sadler's Wells - and is also supported by Foundation for Future London, City of London, Culture Mile Learning, Mace, LMA, Staffordshire University and Bloom,

Applications for the Summer School opened in this period for 12 to 17 year olds, with priority given to residents of the four Boroughs.



KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Housing delivery plan: meeting Town Planning requirements around affordable homes and planning deadlines	Delivery, financial and reputational impacts.	Close working with development partners, other land owners and the Mayor of London's office. Assessing impact of Mayor's Affordable Housing Programme.	R
Stratford Station insufficient for growing demand.	Strategic and operational impacts. Potential limiter on economic development in Stratford area.	Work with partners to determine and deliver transport projects to improve infrastructure.	R
Risk relating to carbon savings from the District Heating Network	Reputational and financial impacts.	Liaison with GLA and with Engie.	R
Risk about successful implementation of the Local Plan including sufficiency of community infrastructure.	Reputational impacts.	Progress reporting including annual monitoring report, review of local plan including population forecasts.	A
Risk relating to the success of off-Park developments.	Financial and reputational impacts.	Local Plan approved and being implemented. Work ongoing on development opportunities including Hackney Wick and Bromley by Bow.	A
Risk relating to sustainability objectives and responding to the climate emergency.	Missing opportunities and reputational impacts.	Delivery of sustainability programme, close work with partners, monitoring and reporting on KPIs.	A
Risk relating to impact of construction on residents and visitors.	Reputational and financial impacts.	Delivering a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future developments.	A

KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to delivery of physical connectivity programmes on the Park.	Missing opportunities and reputational impacts.	Partner engagement on delivery and funding.	A
Risk relating to park and venue operations.	Poor visitor experience.	Contractual and working arrangements in place with operators; communications and marketing.	A

OPPORTUNITY

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

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

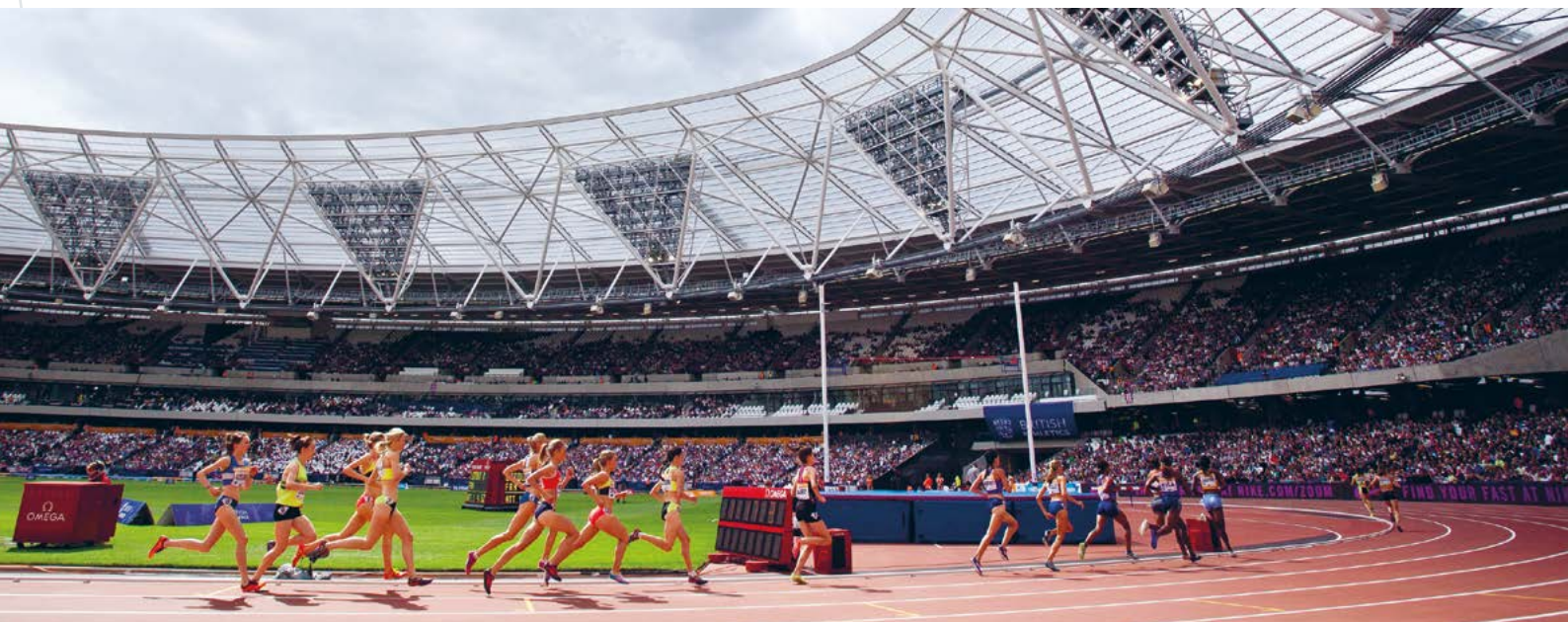
In advance of the London 2012 Games, the (then) Growth Boroughs created a strategic regeneration framework which set out how local lives would be improved by capitalising on the investment and global spotlight the Games would bring. Progress against a range of indicators was measured before and after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

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

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

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

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



PROGRESS AGAINST OPPORTUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
Continue to deliver the QEOP 'East Works' jobs and skills programme.	See commentary below.
Successful operation of the QEOP Training Association, including the Training Centre (now known as Build East): 50 apprenticeships per annum, 500 people trained in demand led construction skills.	Build East, opened to learners in this period and will be the hub for the Park's Training Association.
<p>Successful operation of the Good Growth Hub, the physical facility to consolidate and scale the East Works programme.</p> <p>No. jobs paid at LLW as a minimum - 465 No. people securing paid freelance work - 150 No. people accessing further education or higher education courses - 350 No. local residents receiving careers information, advice and guidance - 2,764 No. people receiving training in freelance skills - 200 No. people accessing mentoring - 605</p>	Works to fit out the space completed in this period and the Hub is ready to open as soon as Government COVID-19 restrictions allow.
Completion of 2020/21 Shared Training and Employment Programme (STEP) programme and commencement of 2021/22 programme.	The 2021/22 STEP cohort commenced in this period with 10 young people starting individual 12-month placements.
Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.	We are working closely with TfL (inc partners Barratt Homes, Grainger PLC, Delancey and Notting Hill Genesis) to develop DEC schools in east London, and support TfL with a pan-London skills initiative.
Hobs studio training academy - 120 students trained by March 2022 of which over 60 into related employment.	<p>The course 4 began in May 2021 and a total of 81 learners have progressed through the Academy. To date 31 learners from the first 3 cohorts have progressed into employment/work placements.</p> <p>The LLDC is working with Hobs on developing a self-financing and sustainable model to set the platform for the long-term delivery model once the LLDC's commitment ends in spring 2022.</p>

PROGRESS AGAINST OPPORTUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Progress EAST Education, an education engagement programme with East Bank partners.</p>	<p>Preparations made for the launch of East Summer School in the next period.</p>
<p>Construction workforce: 28% of the workforce have permanent residency in Growth Boroughs 25% of the workforce are from BAME groups 5% of the workforce are women 3% of the workforce are disabled people 3% of the workforce are apprentices</p>	<p>The most recent construction figures available are to end of May 2021.</p> <ul style="list-style-type: none"> • 24% of construction employees working on the Park are Host Borough residents • 75% of the workforce are from Black, Asian and Minority Ethnic (BAME) groups • 6% of the workforce are women • 3% of the workforce are disabled people • 5% of the workforce are apprentices
<p>End-use 25-85% of the workforce are from Host Boroughs 25% are from BAME groups 50% are women 3-5% are disabled people 5% are apprentices</p>	<p>Copper Box Arena and London Aquatics Centre Workforce performance as of March 2021 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 53% workforce Host Borough residents • 32% workforce are from BAME groups • 53% workforce are women • 1% workforce are disabled people • There are no apprentices currently working across the two sites <p>GLL apprentices were on furlough during this period, however they are committed to restarting their employment once venue workforce numbers are back up to normal operational levels.</p> <p>Estates and Facilities Workforce performance as of March 2021:</p> <ul style="list-style-type: none"> • 57% workforce Host Borough residents • 44% workforce are from BAME groups • 30% workforce are women* • 6% workforce are disabled people <p>10 apprentices on site</p>

COMMENTARY ON VISIT ACTIVITIES



Build East, the new Construction Training Centre at East Wick opened to learners at the beginning of June and will be the hub for the Park's Training Association. The Training Association is a partnership of major construction contractors on the Park and promotes a collaborative approach to skills training, apprenticeship recruitment, pay rates and conditions. A range of pre-employability training programmes have been designed to support under-represented groups to access apprenticeships and employment opportunities. Build East's first couple of weeks of operation have been very encouraging. The aim is to train 500 people a year in steady state.

LLDC has commissioned Serious About Youth to do some construction focussed work on **diversity and inclusion for construction workers** at Stratford Waterfront. In its initial phase, the training programme will be delivered as a pilot to all operatives and management staff at Stratford Waterfront with a view to fine tuning its content and rolling it out across the Park's wider construction sites and beyond. LLDC is in conversation with the CITB, TfL and local boroughs all of whom are interested in the programme's development and delivery and the aspiration is for our initiative to become an industry standard that is used at inductions/as part of training qualifications for the sector.

The construction education workstream continues to work effectively with industry-leading employers to support school and college students learn the latest built environment skills. Through the LLDC's use of procurement to secure work

placements with architecture/design practices, two graduates of the Hobs 3D/VR/AR Academy have secured 6-week long LLW-paid work placement with Gort Scott, with several more in the pipeline. DEC is in the process of developing its east London Summer School programme and conversations are progressing with beginning delivery at Langdon Park and Mossbourne Community Academy.

Following a competitive process, we have appointed A New Direction (AND) to operate the **Good Growth Hub** ('the Hub') and have handed over the Hub to them for delivery. Works to fit out the space completed in April and the Hub is ready to open as soon as Government COVID-19 restrictions allow.

The public launch of the Hub is scheduled for late July 2021 and will be supported by an outreach strategy, branding and a website.



The Hub will become a focal point for local people seeking Park-based careers and for employers including East Bank partners, looking to recruit diverse, local talent, aiming to give information, advice and guidance to over 2,500 local people and help over 450 people into work and support over 850 businesses to adopt inclusive working practices over the next 5 years. AND are a non-profit organisation that generates opportunities for young people to unlock their creativity. They are well known to us through their excellent work on our existing programmes such as the Shared Training and Employment Programme, and Flipside, LLDC's digital product design training programme

AND have appointed an Operations Manager and a Community Outreach Officer to deliver programme activity, to be set out in the Year 1 Delivery Plan which is being developed. Work is

also underway to select a delivery partner for Creative and Cultural Opportunities programme in the Summer ahead of late autumn programme delivery

The Hub will now deliver the 2021 **Shared Training and Employment Programme (STEP)**. The fourth STEP cohort commenced in May 2021 with 10 young people starting individual 12-month placements working virtually and in part in person across the partners who include Sadler's Wells, BBC, V&A, UCL, Bow Arts, East London Dance, Prettybird and Worldwide FM. STEP is funded and developed by LLDC and supported by founding partners Bow Arts, Sadler's Wells and others and is now in its fourth year. As part of the programme, young east Londoners can access 12-month, LLW-paid traineeships with some of east London's most exciting cultural and creative organisations.



KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to meeting priority theme targets and wider regeneration aspirations.	Reputational impacts.	A strong set of targets agreed through procurement and contracts; close working with partners.	A
Risk relating to improving performance in Inclusion and Diversity (I&D) in relation to LLDC's workforce.	Missing opportunities and reputational impacts.	Delivery of I&D strategy action plan.	A
Amber issue relating to Fixed Estate Charge (FEC) impact on relationship with local residents.		Engagement with resident associations. Information on the website about FEC.	A

SUPPORTING DELIVERY

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

The strategic themes are supported by the following strategic enablers:

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



PROGRESS AGAINST SUPPORTING DELIVERY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.	Draft annual accounts for LLDC have been produced and published.
Progress LLDC's Transition strategy.	LLDC's Board approved a high level strategy for Transition in February 2020 and received an update on plans in May 2021.
Health and safety: construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.	There have been no RIDDOR reportable incidents in 2021/22.

COMMENTARY ON SUPPORTING DELIVERY ACTIVITIES

During this period, the Crisis Management Group has continued to meet to monitor changes to the national and local situation and coordinate LLDC's response. As national restrictions have eased in recent months the Group has overseen the easing of restrictions in the Park and the re-opening of its venues, bars and restaurants. The Group moved from twice weekly to once a week in this period reflecting the good progress made and the focus on recovery. We have continued to work closely with Boroughs inputting into LB Newham Borough Resilience Forum.

As reported previously the majority of LLDC employees commenced working from home on 19 March 2020. A small number of authorised security/operational employees have been working from our 1 Stratford Place office on a rota system since lockdown. As restrictions have changed LLDC maintained capacity in the office environment for employees attending the office where it represents a significantly better option than home working or where elements of their job could not be done remotely, for example essential and important site visits or to allow access to technology. Following the announcement of the roadmap out of lockdown and the easing of restrictions we continue to allow employees to work from the office under exceptional circumstances, along with maintaining the security/operational rota.

LLDC is working on the assumption that employees will start to return to office work in

a phased manner from July 2021. In support of this, return to the office guidelines and FAQs, principles on hybrid working and meeting etiquette tips are available to employees and were launched with a special LLDC Meets webcast, with appearances from the Workplace Experience Manager and the Director of IT and Information Services.

As reported previously, the Recovery Group is continuing to look at the opportunities that the recovery might bring such as new ways of working that might emerge.

Communications, Marketing and Strategy

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues. Since lockdown the focus has been on communicating the impact on the Park and its venues and supporting social distancing guidelines through on-Park signage, extensive media coverage and social media messages. The external Stadium screen – Europe's largest – has been particularly effective carrying messages for Park users and supportive messages for key workers. This has been used as the backdrop for several media reports. The message has been coordinated through the London Response to Parks. In this period, support was given to the re-opening of the ArcelorMittal Orbit, and the Copper Box Arena and London Aquatics Centre for Community use. A campaign was undertaken for half term on the Park and recruitment for East Summer School was launched.



LLDC worked with the IOC to produce a short film which was released this period about the success of the legacy since the London 2012 Olympic and Paralympic Games. The film includes contributions from local young people and is available on the IOC website - [here](#).

Following approval by the Board, the new Queen Elizabeth Olympic Park Strategy to 2025 has been published. The QEOP Strategy sets out LLDC's commitment to work with our partners to deliver a bold vision for the Park, which will see it continue to develop as an innovative and globally focused metropolitan centre while retaining a strong focus on community and opportunity for local residents. The QEOP Strategy is available on the website - [here](#) - supported by a blog piece on our Insights page - [here](#). Work is also underway to promote the Strategy through LLDC's communication channels, including social media, our Park News publication, continued stakeholder engagement and local media.

Transition

LLDC was established as the first ever Mayoral Development Corporation in 2012, to take forward commitments made in the original London 2012 bid in relation to the physical and socio-economic regeneration of Stratford and the surrounding area.

There remains significant work to do to fulfil the commitments made in the original London 2012 bid with respect to the regeneration of east London. However, it is anticipated that a large part of LLDC's direct role in this will be complete by 2025. With a robust prioritisation of its workload, key objectives will have been delivered by 2025 and plans will be in place for the delivery of ongoing functions and the long-term operation and oversight of Queen Elizabeth Olympic Park. LLDC's Board approved a high level strategy for Transition in February 2020 and received an update on plans in May 2021.

Inclusion and Diversity (I&D)

Work is ongoing to deliver LLDC's internal focused I&D campaign.

The flagship Inclusion Campaign continues, and the third theme of Recognition has been launched. The aim of the campaign is to create a more inclusive and proactive culture of recognition and to make sure people feel recognised not only for the work that they do but for their wider contribution to the organisation.

LLDC has continued to focus on I&D and social mobility through our weekly all-employee webcasts. Recent guests have included: Tunde Banjoko OBE, the founder of Making the Leap and the Social Mobility Awards; Neil Smith and Camilla Thrush from our Built Environment and Access Panel, and Aslie Pitter MBE a founder of Stonewall FC.

A new I&D governance structure has been implemented across the Corporation which seeks to review deliverability and resourcing for new initiatives and to ensure the action plan is well coordinated. This includes the establishment of a senior level I&D Steering Committee which met for the first time in April 2021.

LLDC is developing its approach to setting workforce representation targets, which has been discussed widely across all our internal fora.

Priorities in the next period also include:

- A continued focus on Anti-Racism initiatives and inclusive language, including a focus on micro and macro aggressions, in consultation with the Black, Asian and Minority Ethnic Lean In Group.
- A programme of work that will focus on Diverse Recruitment Practice, led by our Recruitment Manager, with support from the Senior HR Business Partner and other internal stakeholders including the I&D Recruitment working group.
- Undertaking Gender, Ethnicity and Disability Pay Gap Reporting, in line with the schedules set by the Greater London Authority.
- Reviewing our progress against the Mayor's Diversity & Inclusion Standard, and setting a new set of objectives to ensure that LLDC continues to meet the requirements of the standard, or to ensure that we are on track to achieving our target of reaching exemplary status against the standard. Where this is not the case, we will be developing appropriate action plans accordingly.
- Publicising and showcasing our relationship with Inclusive Employers (our expert critical friend organisation in I&D) internally, and ensuring that colleagues are fully aware of their accreditations, and their advisory role on Inclusion and Diversity initiatives. We are also currently exploring options of other external organisations to review our I&D Strategy.

Health and Safety

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee. The Board receives a report back from each Health, Safety and Security Committee meeting which meets at least three times a year, the last meeting was held on 14 June 2021.

This focusses on a summary of accidents and any major incidents, with more detailed information provided through the Committee as appropriate.

In this period accidents remained low proportionate to the visitor numbers and the restrictions in place:

Social distancing control has been a challenge during this period for the estate. There was one large event with fans at the London Stadium, smaller events with limited audiences at the Copper Box Arena and Lee Valley Hockey and Tennis Centre, small runs and filming taking place.

The Park has seen low level anti-social behaviour such as cannabis smoking and indecent behaviour. Noise and parking issues continued during good weather periods with the south Canal Park opposite Fish Island being particularly disruptive for residents. Both reactive and proactive actions taken with police and Boroughs to try and mitigate this.

There were five cardiac arrests on the Park in a four week period, the equivalent of five years previously. Good work by staff and volunteers with the support of the emergency services managed to revive four of the five victims.

For the second year in a row, Mace were awarded the Royal Society for the Prevention of Accidents (ROSPA) Gold Award for Stratford Waterfront. The latest Considerate Constructors Scheme results are also excellent.

This period saw an incident of an object falling from height during a maintenance operation being carried out on a Select tower crane, where a lifting shackle fell to the ground, along with other incidents involving lifting operations across the V&A, UAL and BBC/Sadler's Wells (SW) frame packages, together with incidents of intruders gaining entry to site. Each incident has been, or continues to be, investigated, with lessons learnt continuing to be addressed and conveyed at monthly SHELTS meetings, safety stand downs, re-enactments carried out, toolbox-talks and re-briefings being held on site and via directors' meetings held. Additional lifting supervision resource and security enhancements to the perimeter hoarding have been instructed as risk reduction measures.

A Kilnbridge site engineer lost his footing and slipped whilst ascending a ladder carrying a levelling staff, catching his left leg on a scaffold fitting on the vertical guide handrail. He was taken to the project site nurse for first aid, an ambulance was requested and following initial diagnosis, he was taken to Homerton Hospital A&E where the wound to his left leg was assessed and stitched. He returned to site on 1 June. An investigation was undertaken and all buildings and logistics areas were reviewed to ensure that ladders are only used as a last resort.

A low number of other minor incidents or where first aid was required, and remedial action taken where necessary.

KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to meeting Long Term Model requirements through the Housing Delivery Plan.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control, commercial opportunities, close working with GLA.	R
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Financial and reputational impacts.	E20 Stadium LLP Board and funders considering commercial options. Stadium operations brought in house. 5 year improvement plan in place.	R
Risk that HMRC rules against LLDC's Corporation Tax application.	Financial impact.	Tax and legal advice, engagement with HMRC, submitted application and awaiting response.	R
Risk relating to commercial performance.	Financial impacts, reduced income or increased costs.	Delivery of Sponsorship, Marketing and Park Assets Strategy.	R
Red Issue relating to East Bank philanthropic funding.		Close working with Foundation for Future London.	R
Red issue relating to COVID19 crisis, impacting on LLDC and partners' employees, health and safety, operations, construction and delivery of objectives		Crisis management plans in place, recovery plans being formulated.	R

KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to the potential impact of Government/Mayoral policy change on the Corporation, including implications of EU trade deal.	Programme delays, budget impacts.	Continue political engagement work and briefings. Working through implications of the EU trade deal, particularly in relation to East Bank construction.	A
Future transition of LLDC activities.	Negative impacts on regeneration of the area; potential impact on staff retention.	Transition strategy being developed, updates presented to Board and GLA. Close working with key stakeholders.	A
Electrical capacity of Park requires reinforcement.	Financial impacts.	Energy strategy commissioned. Review and implement findings.	A
Risk relating to failure to embed fraud and assurance processes, including group subsidiaries (E20/LS185).	Financial and reputational impacts.	New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	A
Employee resourcing, recruitment and retention.	Financial, operational and reputational impacts.	High quality recruitment and communications, particularly around Transition. Competitive remuneration package including benefits. Staff development.	A
Risk relating to information security non-compliance, including GDPR. Risk also relates to group subsidiaries (E20/LS185).	Potential loss, theft or corruption of data with reputational and financial impacts.	Information security gap analysis complete, action plan being implemented. Ongoing information security briefings.	A

