


CORPORATE PERFORMANCE

JUL-SEP 2021
QUARTER 2

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INTRODUCTION AND SUMMARY

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

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



SUMMARY OF PROGRESS IN THE QUARTER JULY TO SEPTEMBER 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 COVID-19 guidance, supported by clear and consistent communications.
- The London Stadium welcomed back spectators for the start of the 2021/22 Premier League season and European football.
- Announcement of Red Hot Chilli Peppers and Foo Fighters concerts at the London Stadium in 2022.
- Successfully held the 2021 East Summer School for 350 local young people.
- Successful funding application for affordable housing through the Mayor's Affordable Homes Programme 2021-2026.
- Phase 1 of the East Wick and Sweetwater development close to completion, all blocks handed over. Approval for Reserved Matters Applications for Phases 2, 3 and 7 and opening of the Monier Road Bridge to pedestrians and cyclists.
- The Southern side of Chobham Manor Phase 3 has been completed and handed over to L&Q.
- Progressed procurement for a developer for Stratford Waterfront and Bridgewater Triangle with three bidders being taken through to the Dialogue phase.
- Submission of Bridgewater Triangle outline planning submission.
- Continued East Bank construction works and procurement programme, including the topping out ceremony for the UAL's London College of Fashion.
- Successfully held the Get Together community event on the Park (previously known as the Great Get Together).
- Re-opening of food and drink kiosks on the Park and the Timber Lodge Café, with new operators. Completed the move of the Information Point to IQL.
- Announcement of ABBA Voyage avatar shows at a site in Pudding Mill Lane.
- Commenced a consultation with contractors relating to the renewal of contracts for the operations on the Park.
- Soft launch opening of the Good Growth Hub.
- Consultation launched to improve the safety of women and girls in the LLDC area.
- Publication of the Planning Authority's Annual Monitoring Report.

AIMS FOR NEXT PERIOD

- Continue to operate a safe and well-maintained Park in line with changing guidelines.
- 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.
- Continue East Bank construction works and procurement programme.
- East Wick and Sweetwater: completion of Phase 1 construction works. Phases 4 and 5 Reserved Matters Applications approved by Planning Decisions Committee.
- Continue Chobham Manor Phases 3 and 4 construction.
- Continue developer procurement for Stratford Waterfront and Bridgewater Triangle.
- Continue masterplanning work for Pudding Mill Lane development and submission of planning application.
- Submission of Reserved Matters Application by Hackney Wick Central developer.
- Planning Decisions Committee to consider MSG sphere application.
- The Park receives the prestigious Green Flag Award.
- Full launch of the Good Growth Hub.
- Decision about European Social Fund funding for Build East to deliver the 'Greening London Construction' programme.
- Opening of the new pedestrian route at Hackney Wick Station.
- LLDC Annual report and accounts 2020/21 signed off and published.

FINANCIAL PERFORMANCE SUMMARY

CAPITAL SUMMARY

	Qtr to 30 Sep 21			Year to 30 Sep 21			Full Year 2021/22		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
CAPITAL INCOME									
Development	(7,825)	(12,867)	5,042	(14,674)	(25,734)	11,060	(61,495)	(52,403)	(9,092)
East Bank	(5,415)	(30,024)	24,609	(7,884)	(60,048)	52,164	(150,951)	(165,630)	14,679
Park Operations and Venues - excl Trading	0	(76)	76	0	(243)	243	(3,116)	(578)	(2,538)
Total Capital Income	(13,240)	(42,967)	29,727	(22,558)	(86,025)	63,467	(215,562)	(218,611)	3,049

CAPITAL EXPENDITURE									
Construction	365	538	(173)	453	630	(177)	746	814	(68)
Development	2,514	3,975	(1,461)	7,675	7,952	(277)	16,419	16,274	145
Executive Office	9	12	(3)	11	24	(13)	23	49	(26)
Finance, Commercial and Corporate Services	422	552	(130)	1,022	1,107	(85)	2,481	2,216	265
East Bank	34,035	48,144	(14,109)	69,609	96,288	(26,679)	161,454	192,761	(31,307)
Park Operations and Venues - excl Trading	650	1,196	(546)	1,202	4,264	(3,062)	11,753	13,025	(1,272)
Regeneration and Community Partnerships	35	116	(81)	71	234	(163)	462	462	0
Stadium	1,096	2,271	(1,175)	1,081	4,542	(3,461)	9,085	9,085	0
Contingency	0	0	0	0	0	0	8,970	10,372	(1,402)
Total Capital Expenditure	39,126	56,804	(17,678)	81,123	115,040	(33,917)	211,393	245,058	(33,665)
Total Net Capital Funding required (GLA)	25,887	13,837	12,050	58,565	29,015	29,550	(4,168)	26,447	(30,615)

	Opening balance	Year to date	Forecast In-Year	Forecast Closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	372,236	58,565	(4,168)	368,068	151,932	151,932

S106 & OPTEMS balance (£000)	40,916
CIL balance (£000)	16,703

CAPITAL INCOME

- The receipt projections for Phases 3 and 4 on the Chobham Manor residential development have increased for this financial year, with the expectation that the LLDC receipts cap will be reached in this financial year. This follows the latest sales schedule provided by developer which confirms that enough units will be sold this year to accelerate the receipts that were projected in 2022/23 being realised in this financial year.
- 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.
- East Bank income is expected to be under budget in 2021/22, reflecting lower recoveries, in line with lower expenditure as forecast below. This is a profiling matter with no reduction to their overall contribution towards the project.

CAPITAL EXPENDITURE

- The East Bank construction forecast has been updated to reflect the latest programme and cashflow from LLDC's project management partners, Mace. Total construction expenditure for 2021/22 is anticipated to be £30m less than budget. This is largely due to over-prudent cashflow budgeting in the year.
- Within Development, expenditure on the Stratford Station Business Case is forecast to be under budget with the remaining budget to be carried forward to 2022/23.
- Elsewhere in Development, there is an emerging pressure within East Wick & Sweetwater with respect to ongoing legal support costs. This is offset by small underspends across several other projects.
- Within Park Operations and Venues, Phase 2 of the Hostile Vehicle Mitigation project is at procurement stage and is due to commence later than originally planned, causing slippage in 2021/22. Early indications from the tender responses are that works are likely to take longer than the original estimate of six months, which will likely increase supervisor and project management fees.
- In the year to date £1.4m has been drawn from Capital Contingency, including £0.3m to provide additional resourcing to support the Corporation's procurement pipeline and £0.2m for the legal costs referenced above.



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 project excluding University College London (who are responsible for delivering their building) and will track the movements each quarter.

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

- **Full Business Case Budget** – the budget included in the Full Business Case to Government and the Mayor
- **Current Baseline Budget** – the original budget adjusted for approved changes throughout the lifetime of the project (including COVID-19 cost implications)
- **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

Building	Full Business Case Budget (FBC) March 2018 £m	Current Baseline Budget (CBB) £m	Total spend to date £m	Anticipated Final Cost (AFC) £m	Variance (AFC - CBB) £m	AFC movement in quarter £m
University of the Arts London		210.3	105.4	210.3	0	-0.1
V&A		86.7	36.2	100.3	13.7	0.0
Sadler’s Wells		84.5	33.4	97.0	12.5	0.8
BBC		74.2	30.3	88.4	14.2	1.0
Retail		8.4	2.6	8.9	0.5	-0.4
Public realm		46.3	20.1	56.0	9.7	-0.6
Carpenters Land Bridge		7.8	6.5	8.4	0.6	0.0
Sitewide contingency		51.2	0.1	2.7	-48.5	-0.3
Stratford Waterfront Total		569.3	234.5	572.1	2.8	0.5
LLDC Managed costs		58.7	44.5	58.7	0	0
Stratford Waterfront Programme Total	470.9	628.1	279.0	630.9	2.8	0.5

Commentary as at 30 September 2021:

- The Anticipated Final Cost of the East Bank Stratford Waterfront construction programme is £2.8m above the Current Baseline Budget. The main drivers of the growth since last year's budget setting has been increases in the anticipated costs of delivering the Public Realm works following a comprehensive review of the latest cost plans, and the cost of design development and integration issues on site. These increases have been partially off-set by decreases in the projected additional costs resulting from the COVID-19 pandemic.
- As with most large-scale construction projects, the impact of COVID-19 has been significant. Included within the Anticipated Final Cost is £52m of costs resulting from the pandemic. Allowances for these costs were included in LLDC's 2021/22 approved budget.
- The Anticipated Final Cost of the project has increased by £0.5m over the last quarter, with the most significant increases the result of a series of design development and integration issues across the buildings. These have been partially offset by favourable movements following the completion of the public realm and retail facades tender and remaining elements of architectural metalwork scope.
- The impact of tender returns in excess of budget, design development and integration issues, and the COVID-19 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 £628.1m is c£157m higher than the equivalent scope in the FBC, with the impacts of the pandemic, design development and integration issues, and tender returns the significant drivers of the cost. These increases are partially offset by other factors such 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 £23m based on the current AFC, with additional Government funding of c.£17m towards COVID-19 costs in 2020/21.
- 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 but which are currently expected to be mitigated in full. These risks are carried by the GLA (and to the extent related to their building by UAL) but were unfunded in the current 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. These risks will be fully reviewed in the upcoming budget submission.

REVENUE SUMMARY

	£000				Variance breakdown £000		
	Full Year Budget	Actual to date	Full Year Forecast	Variance to Budget	COVID-19 impact	Savings (Additional) / Shortfall	Other
REVENUE INCOME							
East Bank	0	1	0	0			0
Executive Office	(29)	(3)	(5)	24			24
Development	(571)	(149)	(402)	169			169
Finance, Commercial and Corporate Services	(291)	(189)	(291)	0			0
Park Operations and Venues - excl Trading	(4,701)	(2,036)	(4,003)	698	509	117	72
Park Operations and Venues - Trading	(7,985)	(4,335)	(8,152)	(167)	295	(467)	5
Planning Policy & Decisions	(1,400)	(578)	(1,400)	0			0
Regeneration and Community Partnerships	(63)	0	(63)	0			0
Total Revenue Income	(15,040)	(7,289)	(14,316)	724	804	(350)	270

REVENUE EXPENDITURE							
Communication, Marketing and Strategy	1,893	837	1,836	(57)			(57)
Commercial Strategy	465	0	465	0			0
Development	90	55	237	147			147
Executive Office	2,554	1,092	2,520	(34)			(34)
Finance, Commercial and Corporate Services	5,890	3,164	6,008	118			118
Park Operations and Venues - excl Trading	9,872	4,039	9,612	(260)		(322)	62
Park Operations and Venues - Trading	9,443	3,705	9,044	(399)	(6)	(422)	29
Planning Policy & Decisions	2,796	1,410	2,845	49			49
Regeneration and Community Partnerships	2,817	1,045	2,820	3			3
Stadium	11,785	4,332	16,903	5,118		100	5,018
Revenue Contingency	2,642	0	1,999	(643)			(643)
Total Revenue Expenditure	50,247	19,679	54,289	4,042	(6)	(644)	4,690
Net Revenue Expenditure	35,207	12,390	39,973	4,766	798	(994)	4,960

	£000			
	Full Year Budget	Actual to date	Full Year Forecast	Variance to Budget
TRADING				
Timber Lodge Café	65	53	46	(19)
ArcelorMittal Orbit (AMO)	458	134	438	(20)
Kiosks	(22)	0	(19)	3
The Podium	(128)	86	(183)	(55)
London Aquatics Centre	1,571	830	1,700	129
Copper Box Arena	902	353	743	(159)
3 Mills Studio	(920)	(1,580)	(1,027)	(107)
Other Trading Income	(209)	4	(101)	108
On Park Properties	(300)	(415)	(519)	(219)
Off Park Properties	41	(97)	(185)	(226)
Total Trading Net (Surplus)/Deficit	1,458	(631)	892	(566)

REVENUE INCOME

- Within Development, there is a reduction in the East Wick and Sweetwater (EWSW) rental income forecast for this year as the completion of some blocks within the development have been delayed, which means that these units will be rented out to prospective tenants later than planned.
- Park Operations and Venues income is expected to be under budget for this financial year. This is driven by the EWSW programme slippage outlined above, which has also delayed the Fixed Estate Charge (FEC) collection for 2021/22, where the charges are linked to the completion of units.
- As reported in Quarter 1, the impact of the COVID-19 pandemic has meant that the Here East rental income is not as expected this year. Similarly, surpluses are not expected to be generated from the London Aquatics Centre and Copper Box Arena this year (allowing for rolled up losses from 2020/21).
- This is partially offset by an increase in forecast income in Trading, where the re-profiling of development work on sites such as Rick Roberts Way has meant that lettings (interim uses) can be extended.

REVENUE EXPENDITURE

- 3 Mills Studios, within Trading, is expected to generate a saving this year, where the head rent increase following a rent review is not as high as anticipated.
- Within Park Operations and Venues, the forecast expenditure for waterways surface water discharge has decreased due to a reduction in the number of outfalls needed. This is driven by rescheduled development projects.
- The Stadium forecast reflects the anticipated financial performance for E20 Stadium LLP Group. The 2021/22 forecast is expected to be £5.1m worse than budget.
- This is as a result of the cancellation of summer events in 2021, additional costs anticipated from Europa League matches, as well as additional facilities management and stewarding costs for match-days. There has also been a reduction to planned commercial income, which has been affected by the COVID-19 pandemic.
- The additional cost in relation to the Stadium is funded through additional savings (largely from the the Stadium) carried forward from 2020/21.
- In the year to date £0.6m has been drawn from Revenue Contingency, including consultancy relating to the 3 Mills Studio strategy and Park hoarding work.

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)	(25)	117
Park Operations and Venues - Trading	(869)	(1,336)	(467)
Planning Policy & Decisions	0	0	0
Total Revenue Income	(1,011)	(1,361)	(350)
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)	(626)	(322)
Park Operations and Venues - Trading	48	(375)	(422)
Planning Policy & Decisions	(39)	(39)	0
Regeneration and Community Partnerships	(29)	(29)	0
Stadium	(100)	0	100
Total Revenue Expenditure	(1,109)	(1,753)	(644)
Net Revenue Expenditure	(2,121)	(3,115)	(994)

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.

LLDC is expected to deliver almost £1m of additional savings and efficiencies in this financial year.

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 (extract from QEOP Strategy to 2025).



PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

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

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme.</p>	<p>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 and the topping out of the UAL building took place in this period. Construction of the public realm is also underway.</p>
<p>Completion of procurement for all East Bank Stratford Waterfront construction packages.</p>	<p>The programme of procurement of contractors has continued, 33 contracts have been let with a further six to be procured.</p>
<p>UCL continue construction of their new university campus, UCL East.</p>	<p>Works at the East Bank UCL East's Pool Street West site and Marshgate sites are progressing very well, to programme. Both buildings have topped out.</p>
<p>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.</p>	<p>The Benefits Delivery Plan for the East Bank Strategic Objectives 2020-2023 has been agreed and all partners are working together to deliver this.</p>
<p>Deliver an effective and responsive planning service:</p> <ul style="list-style-type: none"> • At least 70% of applications determined in time. • Number of planning enforcement cases closed per month. 	<p>Target for applications determined in time exceeded every month in this period, including 88% in September. No enforcement cases have been closed in this period and a review of progress on cases is being planned for implementation in the next period.</p>
<p>Delivery of Town Planning programme, including:</p> <ul style="list-style-type: none"> • Annual monitoring report publication. • Planning Obligations SPD and Carbon Offset SPD adoption and publication. 	<p>The Annual Monitoring report was published in this period.</p> <p>A revised programme has now been put into place for the revision of the SPDs. Drafts of the revised Supplementary Planning Documents (SPDs) are being prepared during the autumn of 2021 and it is planned to report these to the Board for agreement to proceed with formal public consultation by the end of the first quarter of 2022.</p>

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 Q1.</p>
<p>Continue to generate a surplus through 3 Mills Studios and manage effectively the planned refurbishments.</p> <p>Complete parapet and handrail works and the towpath finish work.</p>	<p>3 Mills trading performance is set out in the Financial Section, and continues to forecast a surplus.</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 Q1.</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 estimate is set at the pre-COVID level of 6.2m, noting that delivery of this estimate may 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 1,645,000 visits to the Park in April to September 2021, which is roughly 50% of the usual visitor numbers before the COVID-19 crisis. LLDC are considering a method of measuring visits to the Park through counts from CCTV camera rather than the current method of Park WiFi figures, which initial investigations suggest will provide a more accurate estimate.</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. To the end of August, there have been just under 40,000 visitors to the Copper Box Arena and over 276,000 visitors to the London Aquatics Centre. To the end of September there have been over 32,000 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>The Rugby League Wheelchair World Cup which was scheduled for November 2021 has been postponed to 2022.</p> <p>Small events took place in the Park during this period, including the Get Together and runs. Commercial filming has continued to take place on the Park.</p> <p>High Ropes delivery has been 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>Following the successful start to the 2021/22 Premier League football league season at the London Stadium in August, the Stadium hosted European football for the first time, in this period. Concerts were announced for 2022 in this period with the Red Hot Chilli Peppers and the Foo Fighters headlining.</p>

COMMENTARY ON KEY INCLUSIVE GROWTH PROJECTS



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

There were just over 1,645,000 visits to the Park from April to September 2021, which is roughly 50% of the usual visitor numbers before the COVID-19 crisis. LLDC is considering a method of measuring visits to the Park through counts from CCTV camera rather than the current method of Park WiFi figures, which initial investigations suggest will provide a more accurate estimate. At the time of writing the Park is open with signage reminding visitors to take precautions.

The Stadium and Park hosted more than 200 apprentices and trainees in October for the Green Space and Wild Places Discovery Day. The event in collaboration with The Royal Parks Guild and the Tree Council allowed the delegates to spend the day learning more about career paths in horticulture and environmental management as well as learning more about the Park.

This period saw a number of successful events held in the Park, including: The Wing Fest 2021 and London Halal Food festivals on the external concourse of London Stadium; a number of runs including the Queen Elizabeth Park Half Marathon; two catwalk shows at the London Aquatics Centre as part of London Fashion Week as well as the Fashion District Festival, five-day event from 22 September celebrating sustainability and innovation in fashion is a showcase of independent designers, emerging,

innovative brands, and small fashion businesses; the Get Together and the return of Premier League football to the London Stadium. Commercial location filming on the Park also took place in this period and has the Park Information Point completed its move to the IQL Pavilion.

Events scheduled in the next period include: the Ultimate Aqua Splash and Better Swim School holiday courses at the London Aquatics Centre from 25 October; the Kyorugi National Championships on 7 November at the Copper Box Arena; and a series of runs on the Park.

The Timber Lodge café re-opened to the public in this period. The café is now being managed by a social enterprise called Change Please. This organisation puts all of its profits back in to supporting homeless people. More information can be found [here](#) and the Mayor of London has promoted a video about their work on Twitter.



The London Aquatics Centre and Copper Box Arena are open for community use in line with safety guidelines. A new season of London Lions basketball matches at Copper Box Arena commenced in this period. The ArcelorMittal Orbit attraction and Slide is also open, with tickets for The Slide selling out regularly.

It was announced in this period that the Rugby League World Cup, including wheelchair rugby matches being hosted in the Copper Box Arena, would be postponed to 2022 due to COVID-19 concerns from some of the teams.

The ABBA Voyage avatar shows planned in a specially designed theatre on one of the interim use sites in Pudding Mill Lane were announced, with the shows starting next year. The announcement at the ArcelorMittal Orbit generated international media coverage, more information is available at the ABBA Voyage website - [here](#).



LLDC commenced a consultation with contractors relating to the renewal of contracts for the operations on the Park. The contracts cover facilities management across the Park, security for the Park, public realm and London Stadium, horticulture and grounds maintenance, car park operations, volunteering and venue management including prestigious sites like the London Aquatics Centre, Copper Box Arena and the ArcelorMittal Orbit. The consultation is through a Market Sounding Questionnaire, available [here](#).

LLDC have also launched a consultation to improve the safety of women and girls in our area. While crime levels are low, it is vitally important we take any steps possible to ensure all people feel safe while visiting. The consultation can be found [here](#). A guide to safety on the Park has also been issued, with physical copies distributed to Park venues and a digital version on our website - [here](#).

London Stadium

Following the successful start to the 2021/22 Premier League football league season at the London Stadium in August, the Stadium hosted European football for the first time in this period, with West Ham United beating Rapid Vienna in a Europa League tie. 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.

In this period, concerts were announced for summer 2022 in the Stadium. The Foo Fighters will play two concerts in the London Stadium on 30 June and 2 July. The band played two concerts at the Stadium in 2018, with lead singer Dave Grohl remarking that it was the 'biggest, best Stadium in the world'. The Red Hot Chili Peppers will play at the Stadium as part of the band's 2022 world tour. In response to very high demand following the announcement of the first date, a second was added, with concerts to be held on the 25 and 26 June 2022. Tickets for the concerts are available from [here](#).

The Stadium Island hosted the London Halal Food festival in September. The organisers were really happy with what they described as the festival's 'new prestigious and epic home' and thousands of people enjoyed a wide and diverse range of food.



Town Planning

The Development Management and Planning Policy functions have both maintained business as usual during this period, including meeting targets for applications determined in time.

The Annual Monitoring Report for 2020/21 has been published and is available [here](#).



On MSG Sphere London, further detailed discussions are being held with MSG on the planning impacts of the proposal and the package of mitigation measures, with the aim for the application to go to Planning Decisions Committee (PDC) by the end of 2021.

Following approval at the July Board meeting, the appointments of new Independent Members of the Planning Decisions Committee have now been made.

On planning powers transition, the first of the 'Major Applications' meetings was held with LB Tower Hamlets and LB Hackney; further work undertaken on mapping the detailed transition tasks and the initial meeting of the data transfer group has been held. Updated terms of reference for Planning Projects Group, as agreed at Borough Transition Group, were approved by LLDC's Board in September 2021.

Following adoption of the Night Time Economy SPD by the Board at its July meeting, this has now been finalised and published on the website and an adoption notice published. The 2020 AMR has also been published providing data on planning authority activity and development activity along with performance of Local Plan Key Performance Indicator data.

The Three Mills Conservation Area Appraisal and Management Guidelines and boundary map were agreed by the Board at its September meeting and work to re-programme the review of the Planning Obligations SPD and the Carbon Offset SPD.

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.

In the financial year to date, LLDC has collected £812,686.85 of LLDC CIL, which was offset by a refund of £419,658.44.

In terms of allocations, the following CIL funds were allocated at the July and September Project Proposals Group meetings:

- £4,510,000 allocated to Stratford Walk
- £168,829 allocated to Southern Connectivity – Walking and Cycling Programme; and
- £260,000 allocated to Pudding Mill Public Realm Improvements.

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

(extract from QEOP Strategy to 2025)



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 three bidders in the Dialogue stage. 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. RIBA Stage 2 design is complete and briefings being made to the Quality Review Panel and Planning Decisions Committee ahead of Planning submission, which is expected in December 2021. Commencement of construction is scheduled for 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 been completed and handed over to L&Q, including the green and play area at the heart of Phase 3.</p>
<p>East Wick and Sweetwater Phase 1 construction complete; delivery for later phases agreed and construction commences.</p>	<p>Close to completion on Phase 1, all blocks completed with 10 townhouses and 3 duplexes to complete in the next period; Phase 2 enabling works to start 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.	A smaller-scale version of the Great Get Together – the Get Together – was held successfully in this period, with 3,000 people attending.
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.
<p>Retain a minimum of 300 active Park Champion volunteers.</p> <p>Recommence Mobility Service when pandemic restrictions permit.</p> <p>Reopen Information Point when pandemic restrictions permit and transfer operation to the IQL Pavilion by autumn 2021.</p>	<p>Mobility Service and Information Point are open. The Information Point operations moved to the nearby Pavilion building at IQL in this period.</p>
<p>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.</p>	<p>Joint community engagement strategy developed with involvement from Chobham Manor residents though limited activity currently due to restrictions.</p> <p>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 page 26).</p>

PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).	Lease extended at Hub67 till December 2021. Limited activity at Carpenters Cage due to COVID-19 restrictions. Construction of the Mobile Garden in its new location in East Wick and Sweetwater has progressed but there have been some delays and the Garden is scheduled to open in Spring/Summer 2022.
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.	Following a successful recruitment campaign, 7 new members have been appointed to the Legacy Youth Board along with 6 re-appointed members.

COMMENTARY ON KEY INCLUSIVE GROWTH 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.

LLDC has been successful in its application and received a grant allocation in the Mayor's new Affordable Housing Programme 2021-2026 of £67.67m. This allocation will support the delivery of our Portfolio sites and will be available to Registered Providers to support our ambitions to deliver 50% across the portfolio.

Chobham Manor

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

Phases 3 and 4 have continued to programme, though there are concerns with material supplies. The southern side of Phase 3 has completed and handed over to L&Q, including the green and play area at the heart of Phase 3. All Phase 3 homes have now been sold; sales of the Phase 4 homes launched in November 2020 with over a third sold, with the remaining sales by the end of 2021.

East Wick and Sweetwater

Construction continues at East Wick and Sweetwater (Balfour Beatty) Phase 1. All blocks have now been handed over with only 10 townhouses (4 of which have been reserved) and 3 duplexes left to complete at the end of October which will mark the completion of 302 homes in Phase 1. The homes are selling and renting at a very good rate.

Planning permission was granted in July for the Reserved Matters Applications for Phases 2, 3 and 7 of the development - totalling 785 homes - allowing detailed design work to progress. 231 of these homes are affordable. For Phase 2 enabling work is expected to start early next year, including the removal of the temporary trees that are currently on the site. Main works would be expected to start in summer 2022. Sweetwater Phases 4 and 5 are due to go to Planning Decisions Committee in November.

Supporting infrastructure works have continued, with the H14 Monier Road bridge opening to pedestrians and cyclists in July 2021, image below:



Hackney Wick Central

Spanning the boundary between the London Boroughs of Hackney and Tower Hamlets, the Hackney Wick Central development will provide a new neighbourhood centre around the recently improved Hackney Wick Station, building on the distinctive character and heritage of the area. The centre will include workspace, retail and community facilities, as well as up to 200 new homes.

Notting Hill Genesis has continued design, with RIBA Stage 2 completed in this period with community and stakeholder consultation underway. Community and stakeholder consultation underway and Notting Hill Genesis has launched the Hackney Wick Central project website, Wick First: wickfirst.co.uk/

Pre-application briefings have been made with the Quality Review Panel and Planning Decisions Committee undertaken. The developer is expecting to submit the Reserved Matters application by December 2021.

Pudding Mill and Stratford Waterfront

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



Design work for the two Pudding Mill sites is in advanced stages, with the outline planning application for Bridgewater submitted. Work has progressed on the Pudding Mill Lane application, including an Environmental Impact Assessment, and we are on programme to submit the Planning application in December 2021, in line with programme. Delivery strategy for PML are to be developed during 2021 before it is launched in the market.

The Pudding Mill masterplan has been shortlisted for this year's Architects Journal Architecture Awards, [link here](#).

The procurement exercise to select a joint venture partner to deliver 1,200 homes on the Park, across our Stratford Waterfront and Bridgewater sites, has continued with three bidders engaged in dialogue.



Stratford Station

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

Consultation events were held at Westfield, Stratford Station, Carpenters Estate and Stratford Centre in September and we had a very engaged response, lots of feedback around connectivity to the Park, accessibility improvements and the development of the public realm at Meridian Square.

An online consultation through commonplace has been launched: <https://stratfordstation.commonplace.is> The next stage includes consultation through the Built Environment Access Panel, the Legacy Youth Voice and the Park Panel.



East Summer school

LLDC worked 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 moved back to being in-person and took place in and around the Park and East London, reaching 350 local young people.

The Summer School is free and the face-to-face sessions ranged 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 was supported by our East Bank partners - UAL's London College of Fashion, University College London, V&A, Sadler's Wells - and also by Foundation for Future London, City of London, Culture Mile Learning, Mace, LMA, Staffordshire University and Bloom. Some of the attendees spoke about their experience of this year's summer school in a short video [here](#).

350 young people attended the Summer School, 91% of East Summer School attendees came from the 4 Growth Boroughs (13% Hackney, 42% Newham, 13% Tower Hamlets, 24% Waltham Forest). 59% Female, 38% Male, 3% Non-Binary. 9% declared having a special educational need. 78% of the attendees were from Black, Asian and Minority Ethnic backgrounds. 97% ranked their summer school experience as Excellent/Very Good/Good. 60% said their course made them think more about their future career, 62% said they did something they didn't know they were capable of, 86% said the course was different from things they have experienced before, 90% said it helped them to develop new skills

The Get Together

The Park welcomed over 3,000 people to our community event, the Get Together, earlier this month. Due to COVID safety considerations the event was a scaled down version of the Great

Get Together, which we held annually before lockdown. The event was held at the Timber Lodge with our East Bank partners BBC, Sadler's Wells, UAL's London College of Fashion, UCL and the V&A, as well as Foundation for FutureLondon offering taster sessions.

For example, the V&A had a session called Build Your Own City and Let Your Imagination Run Wild and UAL had an offer to design and make a collage and tote bag. Visitors also discovered Ancient Sudan with the help of UCL who demonstrated how to play mancala - an ancient board game. Those who came for entertainment enjoyed performances by Bridging Sounds Orchestra - Newham Music, the BBC Singers and Sadler's Wells Breakin' Convention's 90-minute takeover performance. As part of the Get Together, LLDC worked with LB Newham's Public Health team who brought a 'COVID-19 store' to the event, including antibody tests, vaccinations and information.



Legacy Youth Board

Following a successful recruitment campaign the Legacy Youth Board now have 7 new members who have joined 6 re-appointed current members of the Legacy Youth Board. This brings to total up to 13 members, 23% Hackney, 23% Newham, 23% Tower Hamlets and 31% Waltham Forest. They all bring with them a wealth of lived experience and knowledge and skills from a range of sectors, education, local government, technology, sports, finance, health, retail, creative and cultural.

The Park Panel meeting in July 2021 was held online, focusing on the QEOP Inclusive Innovation District.

Construction of the Mobile Garden in its new location in East Wick and Sweetwater has progressed but there have been some delays and the Garden is scheduled to open in Spring or Summer 2022. The Skatepark at Hackney Wick is also scheduled to open in Summer 2022.

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

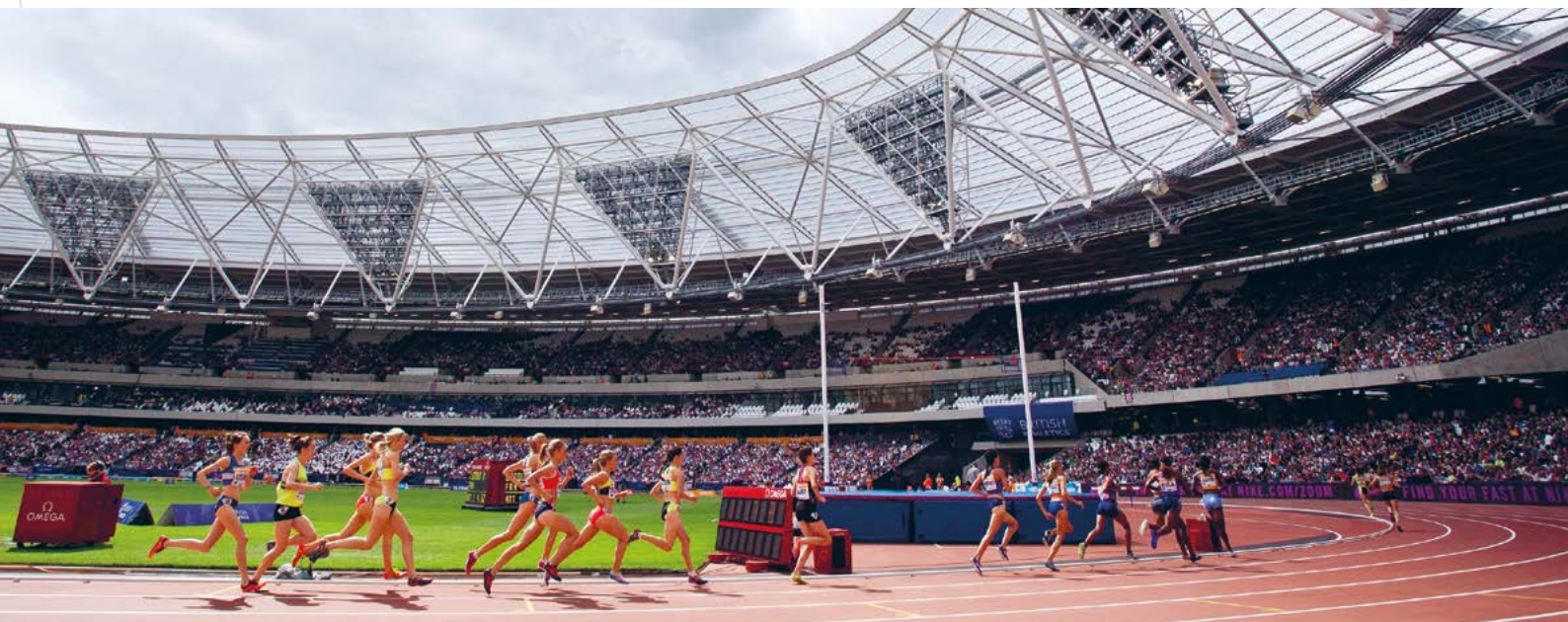
deliver with local Boroughs and other partners, to ensure that the benefits of regeneration can be shared by all.

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.

(extract from QEOP Strategy to 2025)



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 Q1.
<p>Successful operation of the Good Growth Hub, the physical facility to consolidate and scale the East Works.</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>	<p>The Hub opened to external stakeholders on an appointment only basis in the summer and three 'test events' took place in August and September to support the Hub to transition operations to 'steady state', with a full launch planned in November 2021.</p>
Completion of 2020/21 Shared Training and Employment Programme (STEP) programme and commencement of 2021/22 programme.	The 2021/22 STEP cohort commenced in Q1 with 10 young people starting individual 12-month placements.
Delivering the Design...Engineer...Construct (DEC) Built Environment curriculum in ten local schools and colleges.	The BBC-COYO Design Challenge delivered webinars with Buro Happold and Allies & Morrison. DEC has worked closely with TfL (incl. 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 go into related employment.	<p>The course 4 completed in this period with 19 learners. The team are focusing on securing industry placements for programme alumni.</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>The East Summer School was held in this period and a feasibility study for a Teacher CPD has commenced.</p>
<p>Construction workforce: 28% of the workforce have permanent residency in Host Boroughs 25% of the workforce are from BAME groups 5% of the workforce are women 3% of the workforce are disabled people 3% of the workforce are apprentices</p>	<p>The most recent construction figures available are to end of August 2021.</p> <ul style="list-style-type: none"> • 28% of construction employees working on the Park are Host Borough residents • 83% of the workforce are from Black, Asian and Minority Ethnic (BAME) groups • 6% of the workforce are women • 4% 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 • 10 apprentices on site

COMMENTARY ON OPPORTUNITY 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 is a green skills centre of excellence that is operated by a sector leading training provider: The Skills Centre. It services opportunities from Stratford Waterfront employers as well as those on wider QEOP developments and beyond. Funding for the centre was secured from the Construction Industry Training Board (£400,000) and additional £100k from the LLDC and £100k funding from The Skills Centre.

The centre is delivering training in green skills that have been prioritised by the Mayor including:

- Green build Existing operatives upskilled in key skills areas esp. low carbon footprint roles including plumbers, roofers, dry liners and electricians.
- Healthy streets and rail infrastructure / electronic charge points and systems e.g. groundworks.
- Supervisory qualifications.
- Retrofit install.

- Practical training on heat pumps, PV install, building envelope specialists.
- Retrofit coordination.
- Work with housing associations and Borough housing stock e.g. surveyors' awareness to upgrade the dwellings to net zero carbon fit-out standards.

Build East has capacity for over 500 learners per annum studying apprenticeships, NVQs, trade-specific tickets and attending industry "bootcamps" Currently, there are already about 40 people training at the centre which is estimated to rise to 60 by November.

The centre's provision will also build on the LLDC's innovative and bespoke "Diversity and Inclusion in Construction" training programme that is being rolled out across Stratford Waterfront by the Workforce Integration Network's partner, Serious About Youth.

Build East will also act as a key space through which the LLDC's built environment education programme (involving Design...Engineer...Construct and the Hobs 3D/VR/AR Academy) enables students to engage and learn from leading industry professionals.

A joint bid is being submitted with Royal Docks team and LB Newham for a Green Skills Centre linking into the Mayor's Skills Academies. The ambition for the centre is to move to the Royal Docks in due course to build on the legacy of the QEOP construction employment and skills programme.

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

The Hub opened to external stakeholders on an appointment only basis in this period and ‘test events’ scheduled for August and September to support the Hub to transition operations to ‘steady state’. The Hub opening event planned for September with borough mayors in attendance. The website is in final stages of sign off being going live to promote the Hub to key audiences. Works to improve the Hub’s interior décor have been completed, including the installation of a mural painted by an alumnus of the Shared Training and Employment (STEP) programme which is being delivered by the Hub.



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 agreed more detailed plans about successor arrangements at its September 2021 meeting.
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 MILESTONES

As national restrictions have eased in recent months LLDC's Crisis Management Group has overseen the easing of restrictions in the Park and the re-opening of its venues, bars and restaurant. The Group meets monthly and continues to work closely with Boroughs inputting into LB Newham Borough Resilience Forum.

Following the easing of lockdown restrictions, we have commenced a phased return to office work. In support of this, return to the office guideline and FAQs, principles on hybrid working and meeting etiquette tips are available to employees. Individual teams are working through the phased return to the office, with business need taking a priority. LLDC are encouraging people to work flexibly, balanced with the benefits of seeing people face to face, getting the most out of being in the office and connecting with the Park and local communities. A well received all employee away day was held on the Park and in the London Stadium for LLDC and London Stadium employees in this period.

Communications, Marketing and Strategy

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues. Since lockdown the focus has been on communicating the impact on the Park and its venues and supporting social distancing guidelines through on-Park signage, extensive media coverage and social media messages. The external Stadium screen - Europe's largest - has

been particularly effective in carrying messages for Park users and supportive messages for key workers. This has been used as the backdrop for several media reports. The message has been coordinated through the London Response to Parks. In this period, support was given to the delivery of the Get Together community event and the East Summer school, which were delivered successfully.

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.

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



At its September 2021 meeting, the LLDC Board has agreed that a successor body will be necessary to oversee the long-term management of the estate, to realise the ongoing delivery of legacy, social and economic aims, and to coordinate future inward investment and strategic planning for the area. This successor body will be in place by 2025 and LLDC is working with the Mayor and the Boroughs to develop detailed plans.

Inclusion and Diversity (I&D)

Specific focus has been given to the pillar of Recruitment within LLDC's Inclusion & Diversity strategy, and in particular, identifying challenges and opportunities to improve our diverse recruitment practices. This has been driven by several factors, including the desire to reduce our ethnicity pay gap and prioritising ethnic diversity, to increase the representation of traditionally under-represented groups, in particular within senior roles, to drive the strategic objective of balancing our workforce representation and ultimately to meet our objective of better reflecting and meeting the needs of the communities that LLDC serves.

In this period the Chief Executive gave a presentation to the Management Forum on the challenge of achieving greater diversity in recruitment, and the various opportunities for improving our approach to address the current ethnicity pay gap and under-representation in the workforce, and the various opportunities for improving our approach to diverse recruitment practice. Some immediate actions have been taken as a result of the discussion, including prefacing our recruitment adverts with a clear commitment to increasing the diversity of our recruitment and encouraging applications from traditionally under-represented groups.

There was also a mandate for diverse panels (both in terms of gender and ethnicity) for all recruitment campaigns, and a commitment to review and ensure diverse shortlists for all recruitment campaigns before proceeding to interview.

An action plan has been agreed and is being presented to the November 2021 People, Organisation & Culture Committee meeting.

Work has continued on establishing workforce representation comparators and targets for LLDC. We have agreed that the working age population data of our four host boroughs - Hackney, Tower Hamlets, Newham and Waltham Forest - will be used as our comparator data and the basis for LLDC workforce targets.

The flagship Inclusion Campaign continues, with the outputs from the third theme of Recognition running in parallel with the next theme, which focuses on Inclusive Language and LLDC Practices. The aim of the new campaign theme is to create

more inclusive language use and ensure practices are inclusive throughout the organisation, which in turn allows all colleagues, no matter their situation, circumstance of background, to feel included and valued.

The Inclusive Culture Working Group delivered a campaign to mark National Inclusion Week with the theme #UnitedForInclusion. The Black, Asian and Minority Ethnic Lean-In Group made plans to mark Black History Month in October 2021 through a number of different activities, including educational talks, get togethers, DJ nights, and film screenings to support the theme of Black History Month in 2021, which is 'Proud to Be'.



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 20 September 2021.

Reporting 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:

At the start of the period there was unlicensed music activity around the south canal park together with noise and parking issues. These issues have since dissipated, as the area is now fenced off with a view to put hoarding in place to enable re-landscaping to deter this going forward in later years. Work continues with police to target activity.

The Park has seen low level anti-social behaviour such as cannabis smoking and inappropriate behaviour. Social distancing control has also been a challenge during this period for the estate. There have been some attempts at suicide in the Park, with Park Security and the London Ambulance intervening successfully with the individuals concerned.



On East Bank Stratford Waterfront, there have been occurrences of objects falling from height outside of exclusion zones and incidents arising from lifting operations which are of serious concern, and if left unchecked, could ultimately result in a significant incident or injury occurring on our construction site. Whilst each occurrence has been the subject of investigation, lessons learnt have been disseminated and risk mitigation measures implemented on site, more needs to be done to halt and reverse this current trend.

Accordingly, LLDC wrote to Mace in their capacity as the Principal Contractor on 3 August 2021, acknowledging that Mace had rightly dedicated the majority of July's Safety, Health & Environment Leadership Team (SHELT) meeting to reviewing with our package contractors present each incident and the associated lessons learnt and that they planned to do the same at the next Package Directors meeting, that Mace had given the clear message that a change of behaviours is required and canvassed the opinion of all present on their observations on the safety of our site and their ideas for further risk reduction, and that Mace had set the challenge to all of making August an incident free month, but were asked to consider what further risk mitigation actions, briefings, stand-downs and escalation measures were required, and how to encourage positive outcomes whilst maintaining our policy of a Just Culture in the open reporting of incidents and any sanctions that should arise from them. A satisfactory response was received from Mace on 4 August 2021.

There have also been minor first aid incidents the East Bank Stratford Waterfront site, and two near misses:

- During a lifting operation, a slinger was in the process of dropping a bundle of long lengths of rebar. During this process, the crane hook made contact with the top rail of an edge protection panel and slightly damaged the rail. An initial investigation has commenced and the operative was briefed in relation to situational awareness.
- A section of vertical insulation became detached from the blockwork wall to the east elevation of the London College of Fashion building and fell onto the adjacent slab on the BBC building. No injuries were sustained. An investigation is being completed to confirm no further risk.

LLDC Board

In September 2021, the terms of four long-standing members of the Board came to an end. Sonita Alleyne, Nicky Dunn, Keith Edelman and Tanni Grey-Thompson had served on the Board since 2012 and played a key role in shaping what has been planned and delivered on and around Queen Elizabeth Olympic Park. The Board formally thanked them for their service at the September Board meeting. LLDC has been working closely with the GLA on the recruitment of four new Board members in line with the Protocol on Mayoral Appointments. One of the positions has been recruited from the pool of past and present Legacy Youth Board members and two further appointments were being finalised during the period ahead. Interviews for the fourth position are expected to conclude in November 2021

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.		Fundraising strategy in development with GLA.	R
Red issue relating to COVID-19 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. Close working with GLA and other 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. Employee 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

