

# CORPORATE PERFORMANCE

OCT-DEC 2020  
QUARTER 3

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# INTRODUCTION AND SUMMARY

## PURPOSE OF THE DOCUMENT

This is a quarterly report of the London Legacy Development Corporation (LLDC, the Legacy Corporation) 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**. Subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the five year strategy: **Live, Work, Visit, Inspire** and **Deliver**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered.





## SUMMARY OF PROGRESS IN THE QUARTER OCTOBER TO DECEMBER 2020

**Note that this reporting period covers the impact of COVID-19 on LLDC's activities. Delivery of some of milestones and measures has been impacted by the crisis, stated where relevant. The 'Deliver' section includes LLDC's corporate issue relating to COVID-19.**

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
- Successfully managed the return of football supporters the London Stadium for the first time since before lockdown began and the return to football behind closed doors after the restrictions changed
- New LED floodlights fitted in the London Stadium
- Queen Elizabeth Olympic Park achieved Green Flag status for the seventh consecutive year
- The Mayor of London announced that a new public garden of blossom trees is to be created in the Park to commemorate Londoners who have lost their lives to COVID-19 and the impact the virus has had on all of us
- East Autumn School, an online course aimed at local young people, completed a successful pilot programme
- A positive evaluation for the East Summer School online course
- Hosting a virtual event exploring how CleanTech can contribute to London's climate change objectives
- Launch of the procurement to select a Joint Venture partner to deliver Stratford Waterfront and Bridgewater developments
- Fish Island won the 'best large development' in the Evening Standard New Homes Award
- East Wick and Sweetwater phase 1 construction continued and the North/South Highway opened to traffic

### AIMS FOR NEXT PERIOD

(note: aims for the next period have been reviewed in the light of the COVID-19 crisis)

- Selection of a developer for Hackney Wick Central
  - Continue Chobham Manor phase 3 and 4 construction
  - Continue developer procurement for Stratford Waterfront and Bridgewater
  - Continue masterplanning work for Pudding Mill Lane development
  - Board agreement for Rick Roberts Way delivery
  - Continue construction of East Wick and Sweetwater phase 1
  - Continue East Bank construction works and procurement programme
  - Deliver 3 Mills Studios River Wall brick work repairs
  - Appoint Good Growth Hub service provider
  - Opening of Construction Training Centre
  - Support local communities and businesses in their response to the crisis
- 
- Continued construction at Chobham Manor including completion of first block at phase 3 and phase 4 frame
  - Completion of main river wall repair works at 3 Mills Studios
  - Submission of 2021/22 budget
  - Completion of external audit with unqualified accounts for LLDC, E20 Stadium LLP and LS185
  - Launched internal Inclusive Culture campaign around individuality and being yourself at work

## FINANCIAL PERFORMANCE SUMMARY

### CAPITAL SUMMARY

	Qtr to 30 Dec 20			Year to 31 Dec 20			Full Year 2020/21		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
<b>CAPITAL INCOME</b>									
Development	(423)	(10,395)	9,972	(430)	(14,894)	14,464	(9,410)	(27,388)	17,978
East Bank	(5,334)	(43,320)	37,986	(43,995)	(129,960)	85,965	(131,213)	(173,280)	42,067
Park Operations and Venues – excl Trading	0	(236)	236	(600)	(558)	(42)	(653)	(1,397)	744
<b>Total Capital Income</b>	<b>(5,757)</b>	<b>(53,951)</b>	<b>48,194</b>	<b>(45,025)</b>	<b>(145,412)</b>	<b>100,387</b>	<b>(141,276)</b>	<b>(202,065)</b>	<b>60,789</b>

<b>CAPITAL EXPENDITURE</b>									
Construction	551	315	236	2,909	1,838	1,071	4,064	1,930	2,134
Development	3,932	4,784	(853)	10,744	15,304	(4,560)	17,683	25,088	(7,405)
Executive Office	2	14	(11)	14	41	(26)	54	54	0
Finance, Commercial and Corporate Services	5,817	1,177	4,640	7,086	3,530	3,556	8,376	4,707	3,669
East Bank	22,951	41,382	(18,431)	59,040	124,146	(65,106)	90,225	165,528	(75,303)
Park Operations and Venues – excl Trading	901	3,226	(2,325)	1,613	6,938	(5,325)	3,754	10,517	(6,763)
Regeneration and Community Partnerships	39	166	(127)	147	498	(351)	475	664	(189)
Stadium	4,357	3,983	374	6,508	11,950	(5,442)	10,611	15,933	(5,322)
Contingency	0	0	0	0	0	0	6,918	11,369	(4,451)
<b>Total Capital Expenditure</b>	<b>38,550</b>	<b>55,047</b>	<b>(16,496)</b>	<b>88,062</b>	<b>164,244</b>	<b>(76,182)</b>	<b>142,160</b>	<b>235,790</b>	<b>(93,630)</b>
<b>Total Net Capital Funding required (GLA)</b>	<b>32,793</b>	<b>1,095</b>	<b>31,698</b>	<b>43,037</b>	<b>18,833</b>	<b>24,205</b>	<b>884</b>	<b>33,725</b>	<b>(32,841)</b>

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	354,886	43,037	17,348	372,234	147,766	147,766

S106 & OPTEMS balance (£000)	38,346
CIL balance (£000)	17,785

## CAPITAL INCOME

- Eastwick and Sweetwater phase 1 construction is progressing well and has continued during the COVID-19 period. There have been minor delays in the completions of the blocks, although 5.9 completed in October 2020 and 5.5B is due to complete in February 2021. This has led to re-phasing £1.3m of the anticipated 2020/21 receipts into 2021/22.
- The University of the Arts London (UAL) lease was executed in June, resulting in the payment of a £30m lease premium by UAL. The BBC lease execution is expected to follow in the coming months (Sadler's Wells and the V&A will transfer on practical completion of their buildings).
- Contributions from UAL towards the cost of its building are due to be lower in this financial year than previously forecasted due to their late recognition in the 2019/20 statutory accounts; this is a profiling matter with no reduction to their overall contributions towards the project.
- The disposal of Stour Space, a light-industrial unit in Hackney Wick, completed in Quarter 2, resulting in a capital receipt for LLDC.

## CAPITAL EXPENDITURE

- Due to social distancing measures, there has been slippage on the East Bank construction programme in the year. However, a significant increase on the average spend per period is expected until the end of the year due to the impact on an increased number of contractors, and the expected settlement of a number of high-value compensation events. The 2020/21 forecast has been increased to reflect this.
- Infrastructure works have continued over the lockdown period at East Wick and Sweetwater site and both bridges are now installed.
- The purchase of land at Bridgewater completed in October 2020; and the joint venture partner procurement (for the Stratford Waterfront and Bridgewater sites) has now commenced.
- On the 3 Mills River Wall project, the main reinforcement works are complete, with river wall repairs procured for a start on site in January 2021.
- Capital Contingency drawdowns to date include £3.4m for the 3 Mills River Wall project and £0.2m to fund legal costs for the Hackney Wick Neighbourhood Project.

## REVENUE SUMMARY

	£000						Variance breakdown £000		
	Original Budget	Savings	Revised Budget	Actual to Date	Forecast	Variance	COVID-19 impact	Savings (Additional) / Shortfall	Other
<b>REVENUE INCOME</b>									
East Bank	0	0	0	(45)	(45)	(45)	0	0	(45)
Executive Office	(29)	0	(29)	(23)	(29)	0	0	0	0
Development	(238)	0	(238)	(184)	(334)	(96)	0	0	(96)
Finance, Commercial and Corporate Services	(360)	0	(360)	(144)	(360)	0	0	0	0
Park Operations and Venues – excl Trading	(3,956)	(242)	(4,198)	(2,453)	(3,435)	763	699	22	42
Park Operations and Venues – Trading	(8,988)	(124)	(9,112)	(5,307)	(7,341)	1,771	2,770	(1,087)	89
Planning Policy & Decisions	(1,600)	(150)	(1,750)	(1,679)	(2,200)	(450)	50	(500)	0
Regeneration and Community Partnerships	(63)	0	(63)	0	0	63	0	0	63
<b>Total Revenue Income</b>	<b>(15,234)</b>	<b>(516)</b>	<b>(15,750)</b>	<b>(9,834)</b>	<b>(13,744)</b>	<b>2,006</b>	<b>3,519</b>	<b>(1,565)</b>	<b>53</b>

<b>REVENUE EXPENDITURE</b>									
Communication, Marketing and Strategy	1,932	(182)	1,749	1,014	1,705	(44)	0	0	(44)
Development	119	0	119	94	123	97	0	0	97
Executive Office	2,559	(200)	2,360	1,609	2,330	(30)	0	0	(30)
Finance, Commercial and Corporate Services	6,537	(315)	6,222	5,063	5,820	(402)	0	(402)	0
Park Operations and Venues – excl Trading	9,789	(486)	9,303	6,234	9,176	(219)	(36)	(202)	19
Park Operations and Venues – Trading	9,922	(318)	9,605	5,649	9,286	(318)	(338)	(60)	81
Planning Policy & Decisions	3,090	0	3,090	2,348	3,288	198	0	0	198
Regeneration and Community Partnerships	2,867	(68)	2,799	1,636	2,581	(218)	0	0	(218)
Stadium	16,627	(5,314)	11,313	11,068	8,585	(2,728)	0	(2,728)	0
Revenue Contingency	1,051	0	1,051	0	791	(260)	0	0	(260)
<b>Total Revenue Expenditure</b>	<b>54,493</b>	<b>(6,883)</b>	<b>47,610</b>	<b>34,715</b>	<b>43,686</b>	<b>(3,924)</b>	<b>(374)</b>	<b>(3,392)</b>	<b>(157)</b>
<b>Net Revenue Expenditure</b>	<b>39,259</b>	<b>(7,399)</b>	<b>31,860</b>	<b>24,881</b>	<b>29,942</b>	<b>(1,918)</b>	<b>3,145</b>	<b>(4,957)</b>	<b>(104)</b>

	£000					
	Original Budget	Savings	Revised Budget	Actual to Date	Forecast	Variance
<b>TRADING</b>						
Timber Lodge Café	(37)	0	(37)	58	39	76
ArcelorMittal Orbit (AMO)	(12)	(125)	(137)	496	613	750
Kiosks	(50)	0	(50)	(5)	(5)	45
The Podium	(125)	0	(125)	(99)	(125)	0
London Aquatics Centre	1,342	0	1,342	1,322	1,702	360
Copper Box Arena	797	0	797	532	885	88
3 Mills Studio	(600)	(175)	(775)	(1,379)	(454)	321
Other Trading Income	(270)	71	(199)	(6)	(105)	95
On Park Properties	(330)	(212)	(542)	(587)	(723)	(181)
Off Park Properties	219	0	219	12	117	(102)
<b>Total Trading Net (Surplus)/Deficit</b>	<b>934</b>	<b>(441)</b>	<b>493</b>	<b>342</b>	<b>1,946</b>	<b>1,453</b>

## REVENUE INCOME

- In June 2020, the Mayor of London published budget guidance, which contained new savings targets that supersede those set in the 2020/21 budget. As such, LLDC was required to repurpose its 2020/21 budget to deliver additional in-year savings and efficiencies of £7.4m. These are now reflected in the revised budget for the year, split between additional income (£0.5m) and expenditure savings (6.9m). LLDC is on course to exceed this savings target.
- In addition to the savings that were already assumed within the budget, additional savings have been identified. This includes £1.6m of income, mainly from opportunities to generate additional income from 3 Mills Studios and interim uses of the Corporation's remaining development sites – these are reflected in the forecast for the year.
- The COVID-19 pandemic is having a significant direct impact upon the Corporation's revenue position (£3.5m loss of income in this financial year) as many of the venues had to close during lockdown. In addition, events on the Park have either been postponed or cancelled, resulting in a loss of income in 2020/21. Note this does not include the financial impact of the national lockdown announced by the Government in January 2021.
- Planning income is expected to over-perform against budget as many developers are progressing with planning applications and other matters while COVID-19 restrictions are in place.

## REVENUE EXPENDITURE

- As described above, the Corporation has repurposed its 2020/21 budget to include a £6.9m expenditure savings target in 2020/21 which is expected to be exceeded.
- The majority of the savings are expected to come from the London Stadium where, due to the pandemic, the venue has been closed to spectators and its summer events, which included Major League Baseball, international athletics and the Mega Hella tour, have been cancelled or postponed. As a result, the Stadium is expected to incur significantly lower operating costs in 2020/21, particularly relating to the cost of moving the seating between football and summer events mode, and West Ham United matches played behind closed doors.
- LLDC's discretionary cost base is limited, largely due to savings delivered over previous years. However, a bottom-up review and challenge of all budgets has identified c£1.6m of discretionary spend that can be reduced in 2020/21 including from budget rolled-forward from 2019/20. These costs include professional fees, IT costs, repairs and maintenance and marketing and communications.
- Additional cost savings, above the target set, have also been identified since June, amounting to £1m, which include the deferring of recruitment on a number of vacancies.
- The COVID-19 pandemic has also resulted in some reduction in costs for operations such as Park Estates and Facilities Management, which help to offset the amount of additional grant funding required from the Greater London Authority (GLA).
- There have been £0.3m of contingency draws to date. These include £0.1m for additional Park security, £0.2m for 3 Mills headlease negotiations professional fees.



## SAVINGS AND EFFICIENCIES

LLDC has delivered significant revenue savings in recent years and a further £2.0m of savings and efficiencies were already incorporated into the approved budget for the year.

However, in response to the Mayor's Budget Guidance published in June 2020, LLDC undertook extensive work to identify an additional £7.4m of savings in 2020/21 as required by the Mayor.

LLDC's savings target is profiled to deliver more in 2020/21 than in the following years due to the impact of lockdown on London Stadium events this summer and the cancellation of the summer event programme and associated seat moves.

Based on latest forecasts, LLDC expects to deliver £12.4m of savings in 2020/21 against the target of £7.4m. As agreed with the GLA, these additional savings will be carried-forward into next year to help LLDC deliver a balanced budget. The table to the right sets this out.

	2020/21 - Full Year		
	Savings Target £000	Forecast £000	Variance £000
<b>REVENUE INCOME</b>			
Park Operations and Venues - excl Trading	(242)	(220)	22
Park Operations and Venues - Trading	(124)	(1,211)	(1,087)
Planning Policy & Decisions	(150)	(650)	(500)
<b>Total Revenue Income</b>	<b>(516)</b>	<b>(2,081)</b>	<b>(1,565)</b>
<b>REVENUE EXPENDITURE</b>			
Communication, Marketing and Strategy	(182)	(182)	0
Executive Office	(200)	(200)	0
Finance, Commercial and Corporate Services	(315)	(717)	(402)
Park Operations and Venues - excl Trading	(486)	(688)	(202)
Park Operations and Venues - Trading	(318)	(378)	(60)
Regeneration and Community Partnerships	(68)	(68)	0
Stadium	(5,314)	(8,042)	(2,728)
<b>Total Revenue Expenditure</b>	<b>(6,883)</b>	<b>(10,275)</b>	<b>(3,392)</b>
<b>Net Revenue Expenditure</b>	<b>(7,399)</b>	<b>(12,355)</b>	<b>(4,957)</b>

Savings are expected to be delivered from:

- London Stadium:** Most of the savings are expected to come from the London Stadium where, due to the pandemic, the venue has been closed to spectators and its summer events, which included Major League Baseball, international athletics and the Mega Hella tour, have been cancelled or postponed. As a result, the Stadium is expected to incur significantly lower operating costs in 2020/21, particularly relating to the cost of moving the seating between football and summer events mode. This now also includes net savings from a reclassification of seat move costs to capital (following an accounting review) and a refund of business rates for 2020/21, as well as savings from West Ham United matches played behind closed doors, albeit this is offset by a drop in commercial and other income.
- Income opportunities:** These are expected to be challenging in the current climate but 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, a bottom-up review and challenge of all budgets has identified discretionary spend that can be reduced in 2020/21 including from budget rolled-forward from 2019/20. These costs include professional fees, IT costs, repairs and maintenance and marketing and communications. LLDC is reviewing all staff vacancies on a case by case basis and redeploying staff to other duties where appropriate. It has also protected spend on Inclusion and Diversity, which is a priority area for LLDC.

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.

## KEY FINANCIAL RISKS

SUMMARY	POTENTIAL IMPACT	MITIGATION	RAG
Risk relating to COVID-19 impact on LLDC's revenue and capital budgets (excluding East Bank).	Potential additional costs and loss of income due to COVID-19.	LLDC has forecast the immediate financial impact of COVID-19 in 2020/21; the Mayor's Budget Guidance for 2021/22 has confirmed that GLA funding for this would be provided outside of LLDC's existing control totals. LLDC's overriding objective, however, is to minimise the financial impact as far as possible.	R
Risk relating to the delivery of revenue savings.	Missing savings targets and overspending on LLDC's revenue budget.	LLDC has identified a series of areas where savings can be targeted, which will be closely monitored and tracked.	G
Risk relating to current and future housing development delivery – market conditions. Including delivery of Rick Roberts Way.	Loss or delay in capital income.	Close work with development partners, land owners and local Boroughs. Close economic and financial monitoring.	R
Risk relating to delivery of affordable housing in line with Mayor's Strategy.	Delay in bringing housing forward.	Close working with GLA, agreeing housing strategy and portfolio approach, ensure attractive propositions to market.	A
Risk that East Bank will be delayed or costs will be more than anticipated.	Increase in capital costs, particularly due to the impact of COVID-19.	Effective design management and coordination. Cost control and change control. Close work with partners, project managers, GLA and Government. Close management of procurement strategy. Three lines of defence assurance approach.	R

**KEY FINANCIAL RISKS**

SUMMARY	POTENTIAL IMPACT	MITIGATION	RAG
East Bank funding risk.	Gap in capital funding for the project.	Full Business Case for the project approved, condition for legal agreement with partners achieved. Close working with Foundation for FutureLondon, East Bank partners and the GLA. Ensure best outcome from residential development.	<b>R</b>
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Increase in capital and revenue costs.	Five-year business plan agreed. Chief Commercial Officer recruited to deliver Commercial Strategy.	<b>R</b>

# 1. LIVE

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

**Demand for new housing in London is very high, especially in east London. The growth boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities.**

The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also

requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop – at pace – the things that make communities function effectively.

Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.






## PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Progress East Wick and Sweetwater construction, including commencement of phase 2 construction.</p> 	<p>Construction continues at East Wick and Sweetwater (a joint venture between Balfour Beatty and Places for People) and did not cease during lockdown. The pandemic has led to slight programme delays for Phase 1 construction.</p> <p>The first Private Rented Sector (PRS) block has completed and people have begun to move into their homes. The full North / South Highway opened to traffic in November 2020 following the completion of the works at Waterden Road.</p>
<p>Submit a planning application for Pudding Mill Lane and Bridgewater sites, secure interim uses for the site.</p>	<p>Design work has continued for both sites and have been reviewed by the Quality Review Panel. Masterplanning has continued with Outline Planning due to be submitted in summer 2021.</p>
<p>Agree delivery approach for Rick Roberts Way with LB Newham and GLA.</p>	<p>Continued engagement with London Borough of Newham. Aiming for Board agreement for approach in 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.</p>



## PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Hackney Wick Neighbourhood Centre development partner procurement complete.</p>	<p>Procurement underway and three parties are in the Invitation to Tender stage, with an appointment due to be made in the next period.</p>
<p>Progress delivery plans for Stratford Station improvement works.</p> 	<p>Agreement to progress two Strategic Outline Business Cases – one for small capital investment to improve immediate station issues and second for wider transformational longer term work. These projects will help to relieve increasing pressures on capacity of the Station, with particular concerns around football match days. Design brief Expression of Interest issued via GLA Architecture and Urban Design Panel. Project at risk due to TfL funding constraints following the COVID-19 crisis.</p>
<p>3 Mills river walls repair work completed.</p>	<p>River wall repair construction work paused at lockdown and recommenced in June 2020. The main river wall repair works have completed and the next stage is to repair existing wall brick works.</p>
<p>Select a joint venture partner for Stratford Waterfront and Bridgewater residential development.</p>	<p>Procurement to select a joint venture partner commenced in this period.</p>

## COMMENTARY ON KEY LIVE 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. Over 50% of Phase 3 homes have been sold. The first Phase 3 block completed in this period with block completions due to continue into 2021. Phase 4 construction continues with the installation of the frame compete in this period. Phase 4 completions will begin in 2021.

The COVID-19 crisis has caused an approximate 3-month delay, varying slightly from block to block depending on their construction. The developers are committed to reducing this delay as works continue.

### **East Wick and Sweetwater**

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

The Developers – Balfour Beatty and Places for People – did not cease construction at the point of lockdown. The crisis has led to slight programme delays for Phase 1 construction.

The first PRS block has completed and people have begun to move into their homes. The Sales and Marketing Suite opened (for appointment only) and Phase 1 market sales launched in late September and has generated a good level of interest. The first section of the North/South Highway opened to traffic in November 2020 and work continued to complete the works at Waterden Road. The Reserved Matters Application for Phase 2 of the development was also submitted in this period and others phases are scheduled to be submitted by April 2021.

Preparations are being made for Balfour Beatty to take over an area of the north Park to begin work on Phases 2 and 3, LLDC is in discussions with Balfour Beatty about start date for these phases which have been delayed. To accommodate this, the temporary landscape, which was created on the site of the Games-time hockey stadium, will be hoarded to facilitate the construction of the new homes. In order to ensure that this work gets underway without delay LLDC will be removing a number of the trees in the area in the next period. Where possible we will be transplanting them within the Park. However, due to their size, health or lack of a suitable space, a number of trees will need to be felled. Each of these will be replaced with a new tree as part of the development, which will include new permanent landscapes. This approach is being reviewed in line with the LCS planning application of 2011, the park management plan and the bio-diversity action plan.





**Hackney Wick Central**

Procurement has continued to select a developer for the Hackney Wick Central; Sifting Brief responses were received from five parties in April 2020. These responses were subsequently evaluated in accordance with the procurement documentation on this. LLDC has worked with London Borough of Hackney (LBH) colleagues on elements relating to retail, workspace and low- cost workspace and LBH colleagues are part of the evaluation process in these areas. Three bidders are through the ITT stage with an appointment due in the next period.

**Pudding Mill Lane**

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 teams have produced initial designs on both sites. Following completion of public consultation, pre-planning application discussions have been held and the scheme has gone to the Quality Review Panel Planning and Environmental Impact Assessment consultants appointed to support the planning application. Public consultation on the plans was undertaken in this period.

Procurement commenced in this period to select a joint venture partner to take forward the Bridgewater and Stratford Waterfront sites.

**3 Mills Studios**

3 Mills Studios are open and filming has resumed. East London Science School is open for the children of key workers. The main river wall repair works have completed and the next stage is to repair existing wall brick works. It was confirmed that the Studios would receive grant funding from MHCLG to support the long-term financial viability of the Studios with the creation of new spaces for businesses and employment on the site, supporting the creative industries in east London.

**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 3 2020/21 one LLDC CIL payment was received.

Date received	Amount received
December 2020	£267,189
<b>Total</b>	<b>£267,189</b>

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 3 2020/21 £232,691 was collected. This will be transferred to TfL (less a 4% administration charge retained by LLDC).

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to meeting Long Term Model capital receipts requirements through the Housing Delivery Plan.	Financial and reputational impacts.	Housing strategy, tight monitoring and financial control, commercial opportunities, close working with GLA.	R
Risk relating to delivery of Housing Delivery Plan ahead of Transition.	Financial and reputational impacts.	Close working with GLA, resolving issues relating to individual development, ensure attractive propositions to market.	R
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, Pudding Mill Lane, Bromley by Bow.	A
Electric capacity requires reinforcement.	Financial impacts.	Energy strategy commissioned, review and implement findings.	R
Risk relating to impact of construction on residents and visitors.	Reputational and financial impacts.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future developments.	A
Risk that Town Planning submission deadlines for LLDC's housing developments will be missed.	Delivery, financial and reputational impacts.	Close working with development partners, other land owners and the Mayor of London's office.	A

## 2. WORK

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

**Queen Elizabeth Olympic Park is perfectly positioned to support high quality businesses and employment opportunities, with excellent transport links, space for office and workshop accommodation at Here East, and with housing and leisure on the doorstep. The surrounding area includes the business districts of International Quarter London (IQL), Westfield, Stratford town centre, Hackney Wick and Here East.**

Transport for London (TfL), Nursing and Midwifery Council, Insolvency Service, Financial Conduct Authority (FCA), Cancer Research UK, British Council and Unicef, have re-located into IQL. Westfield (Europe's largest urban shopping centre), Stratford town centre and the developing Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, V&A, Loughborough University London, BT Sport, Studio Wayne McGregor, Hobs Studio and Sports Interactive already in place, and significant activity is emerging in the key modern industrial sectors of digital technology, creative, culture and fashion, and the automotive industry.

The Park is becoming an innovation cluster with a global presence to stimulate economic growth benefiting people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both and LLDC is actively encouraging the development of this network. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education



presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through East Bank (formerly the Culture and Education District).

A fundamental plank of LLDC's strategy is to use its remit as a regeneration agency to ensure that business growth, development and construction generate job opportunities for local people, and that local people are supported to access these jobs and develop the appropriate skills, through apprenticeships and other forms of vocational training.



## PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Continue to deliver the QEOP 'East Works' jobs and skills programme.</p>	<p>See commentary below.</p>
<p>Good Growth Hub (GGH), the physical facility to consolidate and scale the East Works programme to open at Hackney Bridge (formerly Clarnico Quay).</p> 	<p>Launched a procurement exercise to appoint a company or a consortium to run the GGH over 8 years. Appointment of the GGH operator is due in the next period.</p>
<p>Continuing the development of the QEOP Training Association (TA).</p>	<p>Planning consent for the Construction Training Centre had been agreed and a contractor has been appointed with the Centre due to open in the next period.</p>
<p>Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.</p>	<p>Currently in 6 schools and colleges. In initial conversations with a number of local schools interested in the programme.</p>
<p>Completion of LLDC's Shared Training and Employment Programme (STEP) programme with East Bank partners and commencement of 2020/21 programme.</p>	<p>The 2020/21 programme was modified to accommodate employer partner restrictions imposed by COVID-19. An enhanced development programme has been put in place and individualised support programme to ensure young people are not negatively impacted by the COVID-19 crisis. Launch of next programme is delayed until Spring 2021.</p>
<p>Delivering the Hobs Studios training academy at Here East.</p>	<p>12 out of 15 learners from the first cohort have secured progression work placements with Hobs Academy employers/partners. The TA Board is working to secure placements for graduates of the second course and the third cohort is currently on underway.</p>

TARGETS	PERFORMANCE AND COMMENTARY
<p><b>Construction</b></p> <ul style="list-style-type: none"> <li>• 28% of the workforce have permanent residency in Host Boroughs</li> <li>• 25% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 3% of the workforce are apprentices</li> </ul>	<p>The most recent construction figures available are to end of October 2020.</p> <ul style="list-style-type: none"> <li>• 28% of construction employees working on the Park are Host Borough residents</li> <li>• 79% of the workforce are from BAME groups</li> <li>• 8% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 5% of the workforce are apprentices</li> </ul> <p>Conversations with subcontractors have revealed that recruitment has slowed across several sites – particularly at entry-level - related to COVID-19 impacts on the sector. This has impacted on the volume of new vacancies being filled by local people.</p>
<p><b>End-use</b></p> <ul style="list-style-type: none"> <li>• 25-85% of the workforce are from Host Boroughs</li> <li>• 25% are from BAME groups</li> <li>• 50% are women</li> <li>• 3-5% are disabled people</li> <li>• 5% are apprentices</li> </ul>	<p><b>Copper Box Arena and London Aquatics Centre</b></p> <p>Workforce performance as of April 2019 (these figures are reported annually):</p> <ul style="list-style-type: none"> <li>• 67% workforce Host Borough residents</li> <li>• 47% workforce are from BAME groups</li> <li>• 55% workforce are women</li> <li>• 4% workforce are disabled people</li> <li>• There are 6 apprentices across the two sites</li> </ul> <p>Due to the impact of COVID-19 – furloughing of staff and subsequent staffing changes – GLL have asked if LLDC can defer reporting until they can commit more time to it and we have greater stability around the figures and time for HR to be able to process the results. We have not yet agreed to this and are in discussion with them.</p> <p><b>Estates and Facilities</b></p> <p>Workforce performance as of June 2020:</p> <ul style="list-style-type: none"> <li>• 61% workforce Host Borough residents</li> <li>• 61% workforce are from BAME groups</li> <li>• 33% workforce are women*</li> <li>• 8% workforce are disabled people</li> <li>• 10 apprentices on site</li> </ul>

\* Against contractual target of 30 - 42%.

## COMMENTARY ON KEY WORK PROJECTS

LLDC's **construction sites** are working to ensure good productivity levels taking into consideration the Health & Safety regulations for COVID-19. Stratford Waterfront introduced a split shift working pattern to allow for social distancing on site and support the travel to work plans for all workers. No apprentices have been made redundant due to the pandemic and through the QEOP Training Association's collaborative work across sites using the park wide Employment and Skills Managers' (ESM) network, 2 apprentices have moved to a new contractor to complete their training and remain on the same T&Cs. ESMs have worked with contractors to identify current opportunities and discussed future employment and training needs.

LLDC are also working towards the opening of the **Construction Training Centre** at East Wick to act as a 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. Through funding secured by the LLDC from CITB-CSF, a physical construction training centre is being delivered as an interim use to be operated by The Skills Centre. A range of pre-employability training programmes have been designed to support under-represented groups to access apprenticeships and employment opportunities. The Training Centre is due to launch in early 2021 and welcome its first cohort of trainees for construction training.

The **Shared Training and Employment Programme (STEP)** was modified to accommodate employer partner restrictions imposed by the crisis. The programme continued with more online engagement, including an enhanced development programme and individualised support programme. Work is starting on the development of a recovery plan and identification of support needs particularly amongst smaller creative and cultural partners in preparation for STEP 4, scheduled for spring 2021.

The LLDC's Built Environment education programme continues to evolve. The **Design Engineer Construct (DEC)** programme which brings industry experts alongside school teachers to deliver curriculum modules in built environment in local schools and colleges has been expanded to include a year-long schools challenge in partnership with the BBC.

LLDC is also working with Poplar Harca to deliver a DEC qualification to adult learners referred by the RSL. The plan is to then progress the Poplar Harca learners from DEC onto one of the upcoming courses being delivered as part of the Hobs 3D/VR/AR Academy in 2021, a potential stepping stone into employment in technologically cutting-edge roles that the industry currently requires.

LLDC is developing its **Good Growth Hub** which is a physical space at Hackney Bridge which will deliver a wide range of services including: apprenticeships, internships, training bursaries, pre-employment courses, careers coaching, specialist skills training, support for freelancers and tailored business support. The Hub will focus on developing talent for the growing creative, cultural and technology sectors in and around the Park, but will have the flexibility to respond to other growth sectors over time.

The Hub will allow the LLDC to scale successful East Works pilots that have delivered transformation benefits to local residents and employers, alongside developing new projects that respond to the wealth of opportunities being created on and around the Park, allowing a deeper reach into local communities. An operator for the Hub is due to be appointed in the next period with the official launch of the space in early 2021/22.

### Here East

Here East's Business Resilience Plan continues to be in place through this period, with both buildings remaining open for business critical operations in line with government guidance. The main focus continues to be on remaining safe and secure and providing tenants with support to enable them to operate through the ever changing climate. Occupancy numbers in Q3 varied through the different tiers, peaking at around 900 people a day. A small percentage of the Here East team remained on flexible part time furlough.

Where government restrictions have allowed, Here East retail and leisure tenants have continued to trade, providing an invaluable place for the local community to visit and purchase.

Q3 saw two lettings complete, including the expansion of Ford. D-Ford use human-centred design, to help Ford drive human progress through empathy, creativity and design. They are built to challenge assumptions, question the status quo,



and provoke the imagination. They are creating a future where things like mobility, autonomy and connectivity are flexible, memorable, mindful and most of all, empowering, all of which make Here East their natural choice. Plykea have also completed in Q3. They are makers, combining ply or formica doors, drawer fronts and worktops with IKEA’s kitchen cabinets to create the look of a

bespoke handmade plywood kitchen for a fraction of the cost.

As we move into 2021, visits and interest remain positive despite the pandemic. As expected, all events were cancelled for the quarter and for the foreseeable future.

### KEY RISKS

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.	<b>A</b>



# 3. VISIT

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

**Queen Elizabeth Olympic Park opened fully to the public in April 2014 and from the outset offered ‘something for everyone’ with new parklands and playgrounds, world-class sporting facilities open for public use, and a varied programme of public sporting, cultural and community events in the venues and open spaces. Nearly four million visitors came in the first full year – well above expectations.**

The Queen Elizabeth Olympic Park brand already competes well against other destination hubs, and has a broad profile that is felt to be ‘different’ to existing offers.


LLDC’s objective in the next five years is that visitor numbers should be maintained at least at current levels, and that as the Park develops the numbers of visitors should increase in line with that development. The Stadium brings over a million spectators per year and raises the profile of the Park through a global TV audience

of millions. A growing number of people view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should be a vital component in joining new and existing communities together. Attracting visitors to the Park is important because it ensures the financial sustainability of the venues and the upkeep of the Park, brings people in who will spend in the local economy (contributing to local jobs and wellbeing), and contributes a critical mass of people to metropolitan Stratford. While increasing the national and international appeal of Queen Elizabeth Olympic Park, LLDC’s visitor strategy will also ensure that it is still viewed – and used – positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA’s cultural tourism vision, promoting authentic cultural opportunities outside central London.





## PROGRESS AGAINST MAJOR VISIT MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	ESTIMATED DATE AND COMMENTARY
<p>Achieve 6.2m visitors to the Park in the context of less event space and more construction work.</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. Park usage is at roughly a third of usual numbers following lockdown due to the closure of venues, schools and construction sites. There have been over 1.8m visitors in 2020/21 to the end of December 2020.</p>
<p>Achieve 1m visitors to the London Aquatics Centre.*</p>	<p>The London Aquatics Centre was open for community use with a reduced service at the start of this period but closed when restrictions tightened in November 2020. There have been over 125,000 visitors in 2020/21 to the end of December 2020.</p>
<p>Achieve 445k visitors to the Copper Box Arena.*</p>	<p>The Copper Box Arena was open for community use with a reduced service at the start of this period but closed when restrictions tightened in November 2020. There have been over 15,000 visitors in 2020/21 to the end of December 2020.</p>
<p>Achieve 180k visitors to the ArcelorMittal Orbit.*</p> 	<p>The ArcelorMittal Orbit has been open for a limited number of days with a reduced service at the start of this period but closed when restrictions tightened in November 2020. There have been over 10,000 visitors in 2020/21 to the end of December 2020.</p>
<p>Support safe delivery of summer concerts, music festivals and sporting events.</p>	<p>The Major League Baseball series and athletics meetings were cancelled. The Hella Mega concert featuring Green Day has been rearranged for 2021 by the promoter. Safety has been the highest priority in holding Premier League matches behind closed doors.</p>
<p>Deliver two community events on QEOP (Great Get Together and Family Fun Day).</p>	<p>The community events were cancelled due to the lockdown.</p>

TARGETS	PERFORMANCE AND COMMENTARY
<p>Manage and maintain quality of core Parklands and venues during development, including retaining Green Flag.</p> 	<p>Continued estate and facilities management on Park and venues during lockdown to maintain the quality. The Green Flag award was awarded for the seventh year in a row in this period. The Park was voted as one of the Top 10 Parks in the country in the poll undertaken by Green Flag Award organisers.</p>
<p>High Ropes attraction opens.</p>	<p>Construction of High Ropes attraction was suspended due to the COVID-19 crisis. The operator have revised the scheme and are aiming to secure Planning permission to allow construction to commence.</p>
<p>Maintain safety and security of the Park estate including measures to ensure safety during lockdown period and recovery.</p>	<p>Reinforced the Government's guidance on the Park about social distancing through signage, security patrols and social media messaging.</p>
<p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p>	<p>This period saw spectators back in the London Stadium for the first time since lockdown on 5 December. Following the change in restrictions the final match of this period was held behind closed doors. The Major League Baseball series and athletics meetings were cancelled.</p> <p>The Hella Mega concert featuring Green Day has been rearranged for 2021.</p>

\* Visitor numbers on the Park and in venues have been impacted by the lockdown due to COVID-19. Reporting this year will focus on the safe reopening of the venues and the Park facilities at the appropriate time, with the aim that visitor numbers increase as lockdown measures ease

## COMMENTARY ON VISIT ACTIVITIES

In this period, LLDC maintained safe and high quality Parklands as lockdown measures changed, supported by on Park, web and social media communications. Park usage is at roughly a third of usual numbers following lockdown due to the closure of venues, schools and construction sites. Total visitor numbers from April to the end of December 2020 are over 1.8m.

As of the end of this period the Park is open including play areas but some areas, including outdoor gyms, are closed. There is clear signage reminding visitors to take precautions. The toilets close to the ArcelorMittal Orbit and the Timber Lodge are open with increased cleaning regimes. Restaurants, bars and cafes on the Park are closed, but some are providing takeaways, including the Last Drop. 3 Mills studios remain open. Filming on the Park also took place in this period.

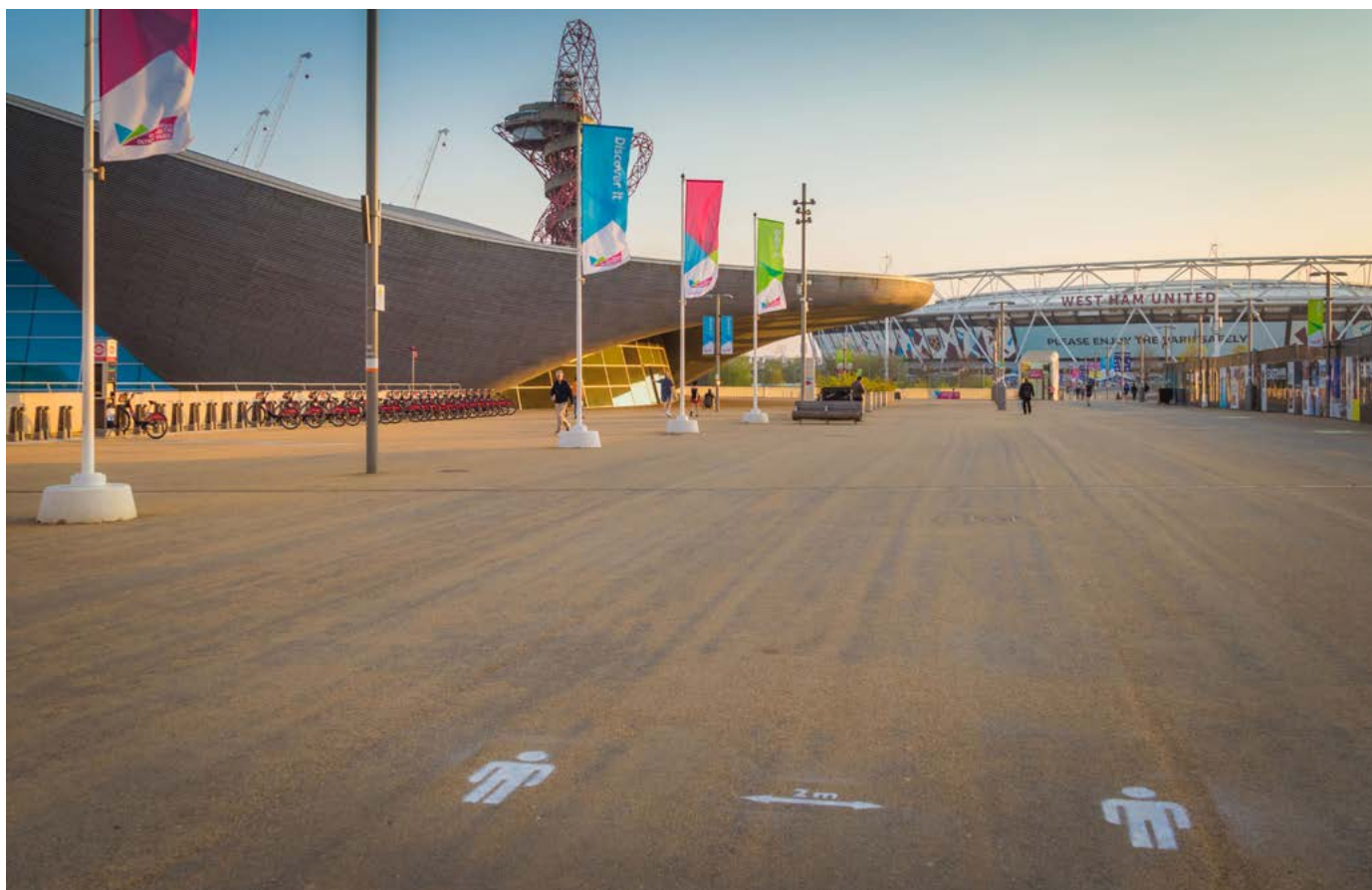
As of the end of this period, The London Aquatics Centre, Copper Box Arena are closed for community use. Prior to this the venues had been open for some activities with increased safety measures. Elite sports are likely to continue at the Copper Box Arena where the London Lions

held basketball behind closed doors and elite divers may continue to train at the London Aquatics Centre.

For the seventh year in a row, the Park was awarded the prestigious 2020 Green Flag Award. In this period, the Park was named one of the UK's ten favourite Green Flag parks and open spaces, following a public vote. The Park was also recognised at the Landscape Institute Awards winning the Landscape and Park Management category. LLDC prides itself on a well maintained and clean park and are pleased to be recognised in this way.

The Queen Elizabeth Olympic Park Half Marathon which was scheduled to take place on 20 December 2020 was postponed to September 2021 following concerns about conditions in the London Borough of Newham.

It was announced in this period that the re-scheduled 'Road to Tokyo' boxing will be held in the Copper Box Arena in April. The event is the European Olympic boxing qualifying tournament for Tokyo 2021 and will resume from where it left off in March 2020 as lockdown began.







### **COVID-19 commemoration**

The Mayor of London announced in this period that a new public garden of blossom trees is to be created in the Park to commemorate Londoners who have lost their lives to COVID-19 and the impact the virus has had on all of us.

LLDC is working in partnership with the GLA, the National Trust and with support from Bloomberg to create the garden. The blossom garden will allow all Londoners and visitors to the capital to contemplate and reflect on the thousands of lives that have been lost in London, the vital efforts of key workers, and the city's shared experience of the pandemic.

A total of 33 blossoming trees will be 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. The trees will be planted in the north of the park early next year and will comprise three rings - a central ring of 17 trees, and two smaller rings of nine and seven trees.

### **London Stadium**

This period saw a very significant moment with spectators back in the London Stadium for the first time since lockdown. The West Ham United match against Manchester United on 5 December 2020 was the first Premier League match in England to be held with spectators since lockdown in March 2020. Close to 2,000 fans were hosted in the Billy Bonds Stand Lower Tier and every supporter's temperature was checked on entry.

In preparation for the fixture, a total of 1,500 individual pieces of additional hygiene and health and safety signage were added in the week before the game, with 70 hand sanitisers installed throughout the concourse. A socially distanced plan was put in place for the seating of ticket holders, with clear instructions for passing places. The team worked closely with all stakeholders to draft the fans code-of-conduct, which included rules on social distancing and wearing a mask throughout (unless they were eating or drinking). Fans were asked to avoid hugs, high-fives, handshakes and any close contact with people not in their bubble. The match was hosted successfully.

Following changes to restrictions, West Ham’s match against Crystal Palace on 16 December 2020 was played behind closed doors and matches will continue to be held behind closed doors following the move to Tier 4 and the subsequent national lockdown.

During this period, the lamps in the floodlights at the Stadium were changed to a state-of-the-art LED lighting system that will improve visibility on the field of play and allow for cutting edge special effects for concerts and other events and ensures compliance with Premier League standards. The floodlight investment forms part of a wider £4.5m investment in all lighting in the stadium, including back of house lighting, that delivers a £450,000 per annum saving, ensuring payback in 10 years.

**Major League Baseball:** in September 2020 Major League Baseball (MLB) put out a tender to bid for their European Series across four

years from 2023-2026 in September 2020. This invited cities to submit an initial bid by end November 2020. The same London consortium that successfully ran the 2019 Series and won the right to the cancelled 2020 Series of the GLA (City), London Stadium (Venue) and CSM (Promoter) placed a bid and were informed in December that along with three other cities, the bid would progress to the second stage. This stage will involve detailed negotiation on all elements of the proposed program, operation and financials towards an award of contract. The award could be for single or multiple years.

Feedback on the initial London bid will be received in January 2021 with a final award decision due by the end of March and a request for signed contracts in May 2021.

## KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
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
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
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 relating to trading activities including venues (CBA, LAC, AMO), events and car park.	Financial impacts, reduced income or increased costs.	Manage and monitoring financial targets and contracts. Spend to save initiatives. Implement commercial strategy.	R



# 4. INSPIRE

Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London



**The initial legacy priority was to establish a viable future for the Park as somewhere to live, work and visit, and the key ingredients of this success were laid down early on. This created space to review the plans and seek to secure an even greater benefit for the surrounding community.**

The ambitious vision for East Bank (formerly the Culture and Education District) was developed with the Mayor of London and the East Bank partners, and secured government funding following approval of the Full Business Case in 2018. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area.

East Bank will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

Over the coming years, University College London will establish a campus with academic facilities, student and staff accommodation. On Stratford Waterfront, University of the Arts London's College of Fashion, the Victoria and Albert Museum and Sadler's Wells are key partners in the development of a culture and education district.

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Continue construction of East Bank Stratford Waterfront cultural and educational buildings to programme.</p> 	<p>Following lockdown, construction work recommenced in June 2020 with social distancing measures such as one-way systems around the site and in welfare facilities and new contactless access control measures.</p>
<p>Continue to work with East Bank partners to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.</p>	<p>The East Bank Benefits Delivery Plan was approved by all partners in 2019/20 and all partners are working together to deliver this.</p>
<p>Progress EAST Education, an education engagement programme with East Bank partners.</p>	<p>EAST Education programme being implemented, monthly working group ongoing. East Summer School delivered successfully online (see commentary).</p>
<p>Deliver environmental engagement events e.g. World Environment Day, Climate Week.</p>	<p>UCL and LLDC co-hosted a successful on-line event on in this period entitled “How can CleanTech contribute to London’s drive for net zero carbon?” as part of London Climate Action Week.</p>
<p>Deliver the QEOP Smart Sustainable District programme (Smart Mobility Living Lab).</p>	<p>Smart Mobility Living Lab launched in Quarter 2 of 2020/21.</p>

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Develop the QEOP advanced mobility programme (including the commencement of the Connected and Autonomous Vehicles test bed and trials of the Capri pods).</p> 	<p>Smart Mobility Living Lab launched In Quarter 2 of 2020/21.</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>Site relations activities ongoing for Phase 1 of East Wick and Sweetwater.</p> <p>East Bank focus on EAST Summer School 2020 which was delivered successfully online.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub67, Mobile Garden City, Warton Road).</p>	<p>Lease extended at Hub67 till December 2021. Activity during the programme moved to being online and team also supporting vulnerable people in Hackney Wick and Fish Island.</p> <p>Limited activity at Carpenters Cage due to restrictions.</p> <p>Mobile Garden currently in storage at Park HQ. Mobile Garden in storage and on programme for move and opening in spring 2021.</p>
<p>Deliver successful Park Champions programme, including obtaining Investing in volunteers' status.</p>	<p>There has been an ongoing on line knowledge sharing programme with the volunteers during lockdowns, and the annual thank you celebration was a Zoom event in this period. The Information Point and Mobility Service staffed by volunteers was able to reopen temporarily in this period prior to restrictions being tightened.</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 has launched a youth survey and is developing plans for a Youth Conference in 2021.</p>



## COMMENTARY ON INSPIRE MILESTONES



### East Bank

The Mayor of London broke ground at an event on 2 July 2019 to mark the start of construction on East Bank – the country’s new powerhouse of culture, education, innovation and growth. Work has continued at the new UCL East and Stratford Waterfront sites at Queen Elizabeth Olympic Park, which will become the largest culture and education project for a generation, helping to cement the capital’s reputation as a world leader in these fields.

RIBA stage 4 design for Stratford Waterfront is complete and procurement for the construction packages is well progressed at Stratford Waterfront, construction work recommenced on 1 June with social distancing measures such as one-way systems around the site and in welfare facilities and new contactless access control measures. Productivity has increased since work re-commenced. The programme of procurement of contractors has continued.

The Carpenters Land Bridge contractor won both the Engineering and Overall Winner categories at the 2020 Chartered Institution of Highways & Transportation awards. The development has also achieved 9 out of 9 – equating to exceptional – across each of the five categories relating to caring about appearance, respecting the community, protecting the environment, securing safety and valuing workforce.

Work at the East Bank UCL East’s Pool Street site (Vinci) and Marshgate site (Mace) are progressing. Pool Street site works continued through the lockdown period with full social distancing measures in place. The programme to complete both sites is now back to pre-COVID-19 levels, with Pool St scheduled to open in 2022 and Marshgate in 2023.





An Evaluation Report has been completed for **EAST Summer School**, the annual free programme for local young people who are interested in creative, tech and design industries which was delivered online in summer 2020. Highlights from the report include:

- 81% of participants rated the course as either 'excellent' or 'very good'; only 1% rated it as 'poor'.
- Participants were asked what they enjoyed the most during their courses, the highest rated responses were: increasing knowledge (43%); learning new things (25%); and creating and designing (16%).
- 69% of participants agreed or strongly agreed with the statement "the Summer School course has made me think more about my future career"; with 8% disagreeing or strongly disagreeing.
- When asked to suggest one thing that can be improved in the course, aside from nothing (36%) the highest responses were: more fun activities (23%); more practical work (18%); and more group based activities (14%).
- 76% of respondents said they would recommend the Summer School to a friend; 22% said maybe with only 3% saying no.



Following on from the success of the Summer School we are piloting an online **East Autumn School** with our East Bank partner UCL's Institute of Making aimed at 15 – 18 year olds in the 4 Boroughs. The course took place in November and December 2020 for around 60 participant interested subjects including materials and making, art and design, science, technology and engineering.

### Community Engagement

With face-to-face consultation not currently an option, LLDC have been working hard to ensure our consultations remain inclusive and accessible, in line with the established Code of Consultation. This included online to consultation on our plans for Pudding Mill Lane making use of the Commonplace website to engage with people in an easy and meaningful way which allowed everyone to see the

comments and feedback. The Commonplace site for Pudding Mill also made use of 3D models from VuCity. This was supported by over 7,000 leaflets with information on the proposals being delivered to local households and so far over 550 people have been engaged providing us with really useful feedback on the plans. LLDC also ran a webinar of immediate neighbours and two public webinar sessions. Hard copies of the materials were also available on request. Moving forward it will be important to ensure that online consultation works together with face to face engagement to ensure that everyone has an opportunity to contribute their views and insights and to help shape the plans.

LLDC's work with young people continues and the Corporation is proud of the brilliant local people who sit on the Legacy Youth Board and the Legacy Youth Voice and contribute across LLDC's work. Planning is underway for a virtual Youth Conference and the views of young people are being sought through a youth survey which launched in this period, with results due in the next period.

### Living Places

In partnership with UCL, HSSMI (a sustainable manufacturing innovation consultancy), and Climate-KIC, we hosted a virtual event in this period exploring how CleanTech can contribute to London's climate change objectives, as well as opportunities for the innovation community to utilise the Park as a real-world testbed. LLDC is a partner of CleanTech London which aims to help London become a cleantech innovation hotspot, creating inclusive jobs and sustainable businesses of the future.

This event demonstrated there is an innovation community ready and keen to coalesce around activities and partners on and around the Park to promote CleanTech. Contributions were made by a good mix of representatives from across the academic, public and private sectors, and SME/ start-up communities, allowing for a diverse and fruitful discussion. LLDC recognises that collaboration is vital to achieving Net Zero carbon targets, and we are a founding partner of the new Clean Tech London Partnership: <https://cleantech.london/cleantech>.

LLDC are continuing to develop the Park as a multi-purpose, real-world testbed, and have published a report setting out the case for a testbed, which has been produced with Arup. A summary of the report is available here: <https://www.queenelizabetholympicpark.co.uk/-/media/real-world-testbed-summary-nov-2020.ashx?la=en> and sets out a mission oriented approach considering factors for success and next steps.

**KEY RISKS**

SUMMARY	IMPACT	MITIGATION	RAG
Issue that the East Bank will be delayed or costs will be more than anticipated.	Financial implications and programme delays.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Three lines of defence assurance approach. Planning permissions in place.	<b>R</b>
Risk to East Bank funding.	Financial implications and programme delays.	Close working with Foundation for Future London. Engagement with project funders. Ensure best outcome from residential development.	<b>R</b>


# 5. DELIVER

Deliver excellent value for money, and champion new models and standards which advance the wider cause of regeneration, in line with LLDC's core values: Ambition, Responsibility, Collaboration, Excellence, Accessibility and Sustainability

Work in this area includes functions to support the delivery of the Legacy Corporation's objectives through services including finance, human resources, IT and information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy

directorate which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

## PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p>Work towards improved financial sustainability Ongoing delivery of the restructuring plan of the Stadium.</p> 	<p>LLDC's new Chief Commercial Officer – Nathan Homer – is in place and developing the Commercial Strategy.</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>Due to be published in the next period.</p>

## PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2020/21	PERFORMANCE AND COMMENTARY
<p><b>Health and safety</b> Construction undertaken without a fatal accident on site; to prevent any lifechanging injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.</p>	<p>On investigation, a RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable incident reported in the previous period was not reportable. There have been no other reportable incidents so the total number of RIDDOR reportable incidents in 2020/21 is 1.</p>
<p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p>	<p><b>COMPLETE</b></p>
<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;">  </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: small;">ADOPTED 21 JULY 2020</div> <div style="margin-left: 10px;"> <p>Conclude finalisation of revised Local Plan.</p> </div> </div> 	<p><b>COMPLETE</b></p> <p>The Local Plan was adopted by the LLDC Board.</p>
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>Target exceeded each month in this period, including 88% in October.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>No cases closed due to lockdown.</p>
<p>Progress LLDC's Transition strategy.</p>	<p>High level strategy agreed by Board, further work underway.</p>



## COMMENTARY ON KEY PROJECTS

The 2020/21 Q2 report that following the increase in COVID-19 cases in August and September, we took the decision to move back to Crisis Management mode, with the Silver Response Group and the Crisis Management Group reconvening to monitor the local and national situation and the impact on LLDC employees and activities, including responses as measures tightened in November and December. The Crisis Management Group has continued to meet twice weekly to monitor changes to the national and local situation and coordinate LLDC's response.

The Recovery Group is continuing to look at the opportunities that the recovery might bring such as new ways of working that might emerge and the senior team agreed a set on principles to inform this: Inclusive Culture; Authentic Leadership and Management; and Flexible and Agile Working.

Following work undertaken by the Recovery Group the decision was taken to open 1 Stratford Place to up to 15 employees who wanted to return to the office at one time. This arrangement commenced in early August 2020 with protocols and training for employees and cleaning and safety measures in place to ensure the safety of our employees

Following changes to Government guidelines on 22 September LLDC took the decision to revert back to remote working. As restrictions have changed we maintained capacity in the office environment for employees 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 in December 2020 that London would move into Tier 4 with tighter restrictions and the subsequent announcement of a full national lockdown we continue to allow employees to work from the office under exceptional circumstances, with approval from an EMT member, along with maintaining the security/operational rota.

Employees have continued to adapt well to remote working due to our agile working practices, IT system and the positive approach taken by employees and the leadership team. Our senior management team monitor the well-being and capacity of their teams regularly, for example we have employees who have childcare and/or additional responsibilities which

may impacts on productivity, and this informs prioritisation of LLDC's work during this period. LLDC has monitored how employees are feeling about the situation and LLDC's response through Pulse Surveys, with very positive results and comments.

LLDC has been providing regular communications through regular emails, the Chief Executive's weekly webcast to all employees (including a question and answer session) and regular wellbeing advice and links to resources. LLDC has received positive feedback from employees on the content, frequency, and format of our internal communications, including through the Employee Forum and LLDC's Mental Health First Aiders.

The senior team has agreed and communicated some over-arching working principles to help us all to navigate this crisis as it relates to our working lives. These remind people to take care of their physical, emotional and mental health as well as being mindful of how others are adapting and coping with the situation.

LLDC has continued delivery of the inclusion and diversity action plan with the launch of the second Inclusive Culture Campaign relating to individuality and being yourself at work and the successful implementation of the process to appoint diverse employees to chair strategic LLDC groups and sit on fortnightly Executive Management Team meetings. A pulse survey of LLDC employees in relation to Inclusion and Diversity was undertaken with positive results.

### 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 MSG Sphere London, a third round of public consultation closed in early December on the latest additional information submitted by MSG at the request of PPDT. Following a review of the latest consultation responses and consideration of the planning issues it is currently programmed to report the application to Planning Decisions Committee in the first quarter of 2021.

On Construction Issues in Hackney Wick and Fish Island, the construction management group has continued to meet virtually to continue discussions and monitor highway and pedestrian/cycle safety. Recent issues with construction



management on Wallis Road have improved following intervention by LLDC. Further discussion will take place with local Boroughs in the first quarter of 2021 regarding the funding and delivery of the additional safety measures identified in the Road Safety Audit for the area.

Work has continued with landowners at Bow East relating to the concrete batching plant. A Planning Application has been delayed until early 2021 and PPDT will undertake public consultation once the application is received.

The Neighbourhood Priorities Fund bidding round 2020 took place on a slightly delayed timetable due to the pandemic, opening for bids from the start of July through to 14 September. This year saw a record number of applicants, with 25 bids being approved and £1,841,086.84 being allocated from the Neighbourhood Priorities Fund to local projects.

Fish Island Village (the Peabody/Hill development adjoining the Hertford Union canal in Fish Island) has won the 'best large development' in the Evening Standard New Homes Award. It was also named as the overall Grand Prix Winner - [link here](#). The citation mentioned the "awesome" regeneration and the "ambitious" masterplan. This demonstrates the excellent work our planning team and others have done with partners to build a neighbourhood, seen by these awards as the best in London.

### **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.

Communications and marketing activities have continued with improvements to the website which is attracting more visitors and increased followers on social media. Support to the business has included the design and installation of hoardings for the North South Highway and support to the East Autumn School programme.

### **Budget**

Following approval at the November 2020 Board meeting, LLDC's budget for 2021/22 has been submitted to the GLA. LLDC's Chief Executive and Deputy Chief Executive appeared before the of London Assembly Budget and Performance Committee on 8 December 2020 to discuss



the budget submission and discussed subjects including the impact of the COVID-19 crisis on budgets and borrowing, housing and capital receipts, East Bank, the London Stadium, Town Planning and Park management.

### Transition

All Development Corporations are necessarily time limited organisations and, whilst LLDC still has a number of key strategic targets to deliver, the Mayor of London has requested that work begins to ensure that plans for the Transition of the organisation can start to be put in place from 2024, with earlier steps being taken where appropriate. Following discussions with the Mayor of London and Local Boroughs, LLDC's Board approved a high level strategy for Transition in February 2020.

### 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 on 1 December 2020.

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

Social distancing control has continued to be a challenge during this period for the estate.

A major focus during the period has been to ensure that the venues on the Park which have had to react to changing guidance as restrictions have changed during this period have done



so in a safe and secure manner, implementing COVID-19 related measures. This has been successful, with no major issues to report to date. This also included the successful re-opening of the London Stadium to spectators for West Ham United matches, before reverting to fixtures being held behind closed doors, see Visit section.

3 Mills Studios has continued to operate with a clear set of operating procedures in place. All productions are required to follow British Film Commission COVID-19 guidelines and most productions have COVID-19 managers in place. There were a small number of cases of COVID-19 symptoms from 3 Mills in this period, with an impact on one filming production.

There have also been a small number of cases of COVID-19 symptoms from LLDC employees and London Stadium, all have self-isolated and recovered.

Due to recent behavioural safety concerns at the East Bank Stratford Waterfront site the decision was taken to pause the works of Expanded on the UAL building, until some corrective actions were agreed and implemented.

Mace have liaised directly with Expanded Senior Executives & Project Leadership and agreed various actions to ensure improved behaviours and safe working. Various actions were agreed and include:

- Increased daily and weekly inspections by senior leaders
- Increased Expanded site management resource
- Additional physical protection measures at interface elevations (V&A, BBC)

It has been concluded that the incident reported in the Q2 2020/21 report of an accident at the Stratford Waterfront site where a Mace manager had fallen and sustained injuries was not 'work-related' as defined in HSE guidance notes and therefore not RIDDOR reportable.

There were no reportable incidents from construction projects in this period.

## KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
<p><b>Corporate issue relating to COVID-19:</b>                      The impact of the COVID-19 crisis on LLDC’s activities including: the health of LLDC employees, partner employees and Park and venue users; construction, including East Bank and housing developments; stadium operations and stewarding; venue operations; estates and facilities management and security; visitor experience and events; suppliers unable to deliver materials or services; socio economic activities and LLDC operations. Ensuring LLDC manages the situation effectively to minimise impacts including: health and safety and public order, financial, operational, schedule, delivery of objectives, and reputation.</p>			R
Revenue budget issue: generating income and making savings in future years in line with GLA’s revised budget guidance.	Financial and/ or delivery impacts. Reputational impacts.	Programme of savings and efficiencies, commercial strategy, close work with GLA.	R
Capital budget risk: generating income and managing cost pressures.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control, savings and efficiencies, commercial opportunities, close working with GLA.	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 potential impact of policy change on the Corporation, including leaving the EU.	Working through implications of the withdrawal from, and the trade deal with, the EU	Continue political engagement work and briefings. Work through implications of withdrawal from the EU. Insolvency monitoring.	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



**KEY RISKS**

SUMMARY	IMPACT	MITIGATION	RAG
Risk that HMRC rules against LLDC's Corporation Tax application.	Financial impact.	Tax and legal advice, engagement with HMRC.	<b>R</b>
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.	<b>A</b>

