


CORPORATE PERFORMANCE

JAN-MAR 2022
QUARTER 4

CONTENTS


INTRODUCTION AND SUMMARY

	Purpose of the document	3
	Summary of progress in Q4	4
	Financial Performance Summary	6

INCLUSIVE GROWTH

	A place in which people want to invest, enhancing local lives as well as national economic growth	Progress against Inclusive Growth milestones	14
		Commentary on Inclusive Growth activities	17
		Key risks and issues	22


COMMUNITY

	An attractive and inspiring place where people come together to achieve great things	Progress against Community milestones	22
		Commentary on Community activities	24
		Key risks and issues	29

OPPORTUNITY

	A place where local talent is celebrated and the benefits of regeneration can be shared by all	Progress against Opportunity milestones	31
		Commentary on Opportunity activities	33
		Key risks and issues	34

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	Progress against Supporting Delivery milestones	36
		Commentary on Supporting Delivery activities	37
		Key risks and issues	40

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 sections are 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 JANUARY TO MARCH 2022

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

- Continued to operate a safe and well-maintained Park in line with changing guidelines.
- Management of the closure and re-opening of the London Aquatics Centre following a chemical release.
- Successfully held the Arena Games Triathlon Series at the London Aquatics Centre.
- Announcement of Monster Jam, Soccer Aid and National League Final events at the London Stadium in summer 2022.
- Launch of the first procurement for Park operational contracts, for security.
- Selection of final East Bank procurement package (award made in April 2022) and continued management of construction works in line with the programme.
- Construction works on the Gin Still and Customs House at 3 Mills Studios commenced.
- Completion of the evaluation for procurement of a developer for Stratford Waterfront and Bridgewater Triangle and identification of the preferred bidder.
- Submission of Reserved Matters Application by the developer for Hackney Wick Central.
- Agreed a purchaser for Chobham Farm North site.
- Planning Decisions Committee resolved to grant planning permission for the MSG Sphere development.
- Planning Obligations SPD and Getting to Net Zero Supplementary Planning Document (SPD) drafts completed and reviewed by the Planning Decisions Committee.
- Held the Future Me. Future Youth conference with over 120 local young people attending.
- The start of the campaign to celebrate the 10-year anniversary of the London 2012 Olympic and Paralympic Games, including the launch of a new microsite.
- Park Panel met at the Good Growth Hub and focused on the GGH and the Festival of Architecture.
- Grant funding from LB Newham has been approved to fund the establishment of a Construction Skills Certification Scheme accreditation centre at Build East.
- 30 local residents have been recruited onto the Freelance Exchange programme and delivery has commenced at the Good Growth Hub (GGH).
- Delivery of the East Careers week with over 20 sessions on the Park, with a total of 15 partners and with over 300 young people from a number of local schools.
- Board approval for the proposed Transition arrangements for LLDC for recommendation to the Major.

AIMS FOR NEXT PERIOD

- Continue to operate a safe and well-maintained Park and venues.
- The safe and successful operations of London Aquatics Centre, Copper Box Arena for community sport use and the ArcelorMittal Orbit for visitors.
- Continue East Bank construction works on programme.
- Formal appointment of the developer for Stratford Waterfront and Bridgewater Triangle.
- Determination of Bridgewater Triangle Outline Planning submission.
- Completion of Heads of Terms with LB Newham for Rick Roberts Way land swap.
- Prepare to commence enabling works at Phase 2 of the East Wick and Sweetwater development in 2022.
- Complete Chobham Manor Phase 3 and Phase 4 construction.
- Planning Obligations SPD and Getting to Net Zero SPD adopted and published.
- Complete report and agree recommendations for improving the safety of women and girls in the LLDC area.
- Continue to prepare procurements for Park operational contracts, including hosting a supplier away day.
- Prepare to hold the Great Get Together community event in July 2022 as part of the 10-year anniversary of the London 2012 Olympic and Paralympic Games. Launch the Commonwealth Games live site and a new exhibition at the Lee Valley Velopark.
- Commencement of the Abba Voyage show in the purpose-built arena on the Park.
- Completion of the Premier League season and commencement of summer events and concerts in the London Stadium.
- Complete fourth STEP programme for 12-month work placements for local residents and commence the next programme.
- Mayoral approval for Transitions arrangements for LLDC.

FINANCIAL PERFORMANCE SUMMARY

CAPITAL SUMMARY

	Qtr to Mar 22			Full Year 2021/22		
	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
CAPITAL INCOME						
Development	(32,874)	(13,101)	(19,774)	(50,441)	(52,403)	1,962
East Bank	(32,785)	(41,408)	8,622	(118,708)	(165,630)	46,922
Park Operations and Venues - excl Trading	(484)	(145)	(339)	(484)	(578)	94
Total Capital Income	(66,144)	(54,653)	(11,491)	(169,633)	(218,611)	48,978
CAPITAL EXPENDITURE						
Construction	74	204	(130)	603	814	(211)
Development	2,656	4,030	(1,374)	12,010	16,120	(4,110)
Executive Office	11	12	(1)	24	49	(25)
Finance, Commercial and Corporate Services	853	554	299	2,423	2,216	207
East Bank	37,421	48,190	(10,769)	151,993	192,761	(40,768)
Park Operations and Venues - excl Trading	1,821	2,639	(818)	3,515	10,555	(7,040)
Regeneration and Community Partnerships	44	116	(71)	153	462	(309)
Stadium	4,505	2,271	2,234	6,924	9,085	(2,161)
Contingency	0	2,593	(2,593)	0	10,372	(10,372)
Corporation Tax	6,921	524	6,398	6,921	2,094	4,827
Total Capital Expenditure	54,306	61,132	(6,826)	184,565	244,528	(59,963)
Total Net Capital Funding required (GLA)	(11,838)	6,479	(18,317)	14,931	25,917	(10,986)
	Opening balance	In-Year Borrowings	Closing Balance	Headroom operational	Headroom authorised	
Borrowings from GLA (£000)	372,234	26,858	399,092	120,908	120,908	

CAPITAL INCOME

- East Bank income was £46.9m under budget in 2021/22. This is almost entirely due to contributions from University of Arts London (UAL) and capital grant income from the Greater London Authority (GLA) being lower than budget. In both cases the income reflects lower capital expenditure incurred, which will be re-phased into future years. This is a profiling matter with no reduction to the overall expected contributions to the project.
- Development capital income is slightly lower than budget. This is because the final sales from the Chobham Manor residential development are now expected to complete in the early part of the 2022/23 financial year.

CAPITAL EXPENDITURE

- The East Bank expenditure outturn was £40.8m lower than the original budget at £152.0m – around £15.3m less than the projections at Quarter 3. The in-year underspend is reflective of cashflow profiling changes rather than a reflection of progress on site. A new 'Rev 11' programme has been established and a revised cashflow forecast model is currently being finalised for the remaining years of the project (primarily 2022/23 and 2023/24). This will look to better model the required cash flow, which has historically been over prudent with regard to the profiling of anticipated spend.
- Within Park Operations and Venues, expenditure on the Hostile Vehicle Mitigations project and the 3 Mills Studios improvements is under budget. This expenditure has been re-profiled and will be carried forward to 2022/23.



EASTBANK FINANCIAL SUMMARY

- East Bank is the place-making centrepiece of LLDC's regeneration activities and will deliver new sites on the Park for Sadler's Wells, BBC Music, the V&A, University of the Arts London (collectively known as 'Stratford Waterfront') and University College London.
- To ensure transparency in LLDC's reporting, a section is included within the quarterly Corporate Performance Report (and therefore here) to cover the overall budgeted and forecast costs of the Stratford Waterfront project being delivered by LLDC, excluding University College London who are responsible for delivering their own buildings. Both the BBC and University of the Arts London (UAL) make contributions to the cost of their buildings.
- The following table sets out for each element of the Stratford Waterfront scheme. This includes the:
 - **Full Business Case Budget** - the budget included in the Full Business Case to Government and the Mayor of London
 - **Current Baseline Budget** - the current budget, adjusted for approved changes throughout the lifetime of the project
 - **Total spend to date** - the cumulative expenditure incurred on the project as at time of reporting
 - **Anticipated Final Cost (AFC)** - the latest estimate of the final cost of the project, once all works are complete
 - **Variance** - this is a comparison of the AFC to the Current Baseline Budget
 - **AFC Movement in Quarter** - the quarter on quarter movement in the AFC variance to Current Baseline Budget

Building	Full Business Case Budget (FBC) March 2018 £m	Current Baseline Budget (CBB) £m	Total spend to date £m	Anticipated Final Cost (AFC) £m	Variance (AFC - CBB) £m	Movement in Variance to Budget Since M9 £m
University of the Arts London		210.6	146.7	210.1	-0.5	-0.9
V&A		91.5	49.8	99.9	8.4	-2.5
Sadler's Wells		91.1	48.1	99.1	8	-6.1
BBC		84.7	44.4	90.5	5.8	-5.8
Retail		8.8	2.9	8.9	0.2	-0.3
Public realm		52	24.7	56.9	4.8	-4.9
Carpenters Land Bridge		7.9	7.2	8.3	0.4	-0.2
Sitewide contingency		23.5	0	1.5	-21.9	21.5
Stratford Waterfront Total		570.1	323.9	575.2	5.1	0.8
LLDC Managed costs		58.2	45.7	58.2	0	0.5
Stratford Waterfront Programme Total	470.9	628.3	369.7	633.4	5.1	1.3

Commentary as at 31 March 2022:

- The AFC is £5.1m above the Current Baseline Budget. The main drivers of this are increases in the anticipated costs of delivering the Public Realm works following a comprehensive review of the latest cost plans, the cost of design development and integration issues on site, and increases in professional fees following a review of resourcing requirements for the remainder of the project.
- The AFC variance to budget has increased by £1.3m over the last quarter. £0.3m relates to the anticipated costs of the new 'Rev 11' programme that incorporates the net impact of a range of package delays since the previous programme was agreed around a year ago. In addition, there have been increased costs associated BBC MEP and the BBC and Sadler's Wells frame relating to design development and integration issues, and range of smaller increases across a number of other packages.
- The contingency variance reflects contingency drawn down to offset costs in other budget lines as authorised through project governance.
- The total Current Baseline Budget of £628.3m is c£157.0m higher than the equivalent scope in the Full Business Case approved by the Government in March 2018. The main causes of this are the impact of tender returns in excess of budget, the COVID-19 pandemic (currently estimated to be c.£53.6m), and design development and integration issues. It is estimated that UAL will contribute an additional £23.9m towards the additional costs (based on the current AFC) along with the additional Government funding of c.£17.0m towards project COVID-19 costs in 2020/21.
- Mace, LLDC's Project Manager on the East Bank project, 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 are unfunded in the Current Baseline Budget on the basis that there are plans to mitigate, and this is the current most likely outcome as assessed by Mace. There are also further exceptional risks that are largely or entirely outside of LLDC's control and not provided for in the AFC, which while unlikely, would have a significant effect on programme and costs if they were to materialise. The most pertinent such risks are the insolvency of a tier 1 contractor, a new COVID-19 outbreak leading to significant disruption on productivity on site, and the impact of macro-economic factors such as COVID-19, Brexit, war in Ukraine and inflation on supply chains.

REVENUE SUMMARY

	£000			Variance breakdown £000	
	Full Year Budget	Full Year Outturn	Variance to Budget	Savings (Additional) / Shortfall	Other
REVENUE INCOME					
East Bank	0	(46)	(46)	(46)	0
Executive Office	(29)	(5)	24	24	0
Development	(571)	(505)	66	66	0
Finance, Commercial and Corporate Services	(291)	(339)	(48)	(48)	0
Park Operations and Venues - excl Trading	(4,701)	(4,371)	330	330	0
Park Operations and Venues - Trading	(7,985)	(9,606)	(1,621)	(1,621)	0
Planning Policy & Decisions	(1,400)	(1,231)	169	169	0
Regeneration and Community Partnerships	(63)	0	63	63	0
Total Revenue Income	(15,040)	(16,104)	(1,064)	(1,064)	0

REVENUE EXPENDITURE					
Communication, Marketing and Strategy	1,893	1,758	(135)	(135)	0
Commercial Strategy	465	262	(203)	(203)	0
Development	90	226	136	136	0
Executive Office	2,554	2,226	(328)	(328)	0
Finance, Commercial and Corporate Services	5,890	6,051	161	161	0
Park Operations and Venues - excl Trading	9,872	9,237	(635)	(635)	0
Park Operations and Venues - Trading	9,443	10,207	764	764	0
Planning Policy & Decisions	2,796	3,328	532	532	0
Regeneration and Community Partnerships	2,817	2,353	(464)	(464)	0
Stadium	11,785	16,369	4,584	0	4,584
Revenue Contingency	2,642	0	(2,642)	(2,642)	0
Total Revenue Expenditure	50,247	52,016	1,769	(2,815)	4,584
Net Revenue Expenditure	35,207	35,911	704	(3,880)	4,584

	£000		
	Full Year Budget	Full Year Outturn	Variance to Revised Budget
TRADING			
Timber Lodge Café	65	62	(4)
ArcelorMittal Orbit (AMO)	458	242	(216)
Kiosks	(22)	(24)	(3)
The Podium	(128)	(192)	(64)
London Aquatics Centre	1,570	2,405	835
Copper Box Arena	901	952	51
3 Mills Studio	(920)	(1,942)	(1,022)
Other Trading Income	(299)	(50)	249
On Park Properties	41	(657)	(697)
Off Park Properties	(209)	(194)	15
Total Trading Net (Surplus)/Deficit	1,458	601	(857)

S106 & OPTEMS balance (£000)	38,910
CIL balance (£000)	17,595

REVENUE INCOME

- Within Trading, 3 Mills Studios has significantly exceeded its income target, which has been driven by operating at higher than anticipated occupancy. Elsewhere within Trading, income from interim uses of development sites has surpassed expectations.
- Within Planning Policy and Decisions, the number and type of planning applications have not met expectations and planning fee income is lower than budget as a result. However, this has been partially offset by strong performance from pre-planning applications, planning performance agreements and other planning income.

REVENUE EXPENDITURE

- The overspend in Trading, is caused by increases in utility costs at the London Aquatics Centre and Copper Box Arena. The overspend relates to an increase in cost in the current year and also an adjustment to prior-year assumptions.
- Within Park Operations and Venues, expenditure on the Waterways Surface Water Discharge work is lower than anticipated due to a change in the timing of projects, which has resulted in a reduction in the number of outfalls needed. The Park Estate and Facilities Management has also underspent against budget this year - with this underspend being used to fund the cost of the Operational Contracts procurement project, reviewing and procuring a number of key contracts in 2023/24.
- The Stadium outturn reflects the operational financial performance for E20 Stadium LLP Group. Whilst the E20 Stadium LLP Group outturn has not yet been finalised and is subject to audit, it is expected that there will be an adverse variance of £4.6m against the budget. This variance is funded from additional savings carried forward from 2020/21 and is driven by:
 - o Cancellation of summer events in 2021 and postponement of the Hella Mega concert tour which is now due to take place in June 2022;
 - o Higher match costs reflecting additional stewarding requirements to manage fan behaviour, COVID requirements, and various governing bodies;
 - o Additional Europa League matches; and
 - o Commercial income slippage (including Stadium Naming Rights), which has been affected by the COVID-19 pandemic.

SAVINGS AND EFFICIENCIES

LLDC has delivered significant revenue savings in recent years and a further £2.1m savings and efficiencies were 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)	188	330
Park Operations and Venues - Trading	(869)	(2,490)	(1,621)
Planning Policy & Decisions	0	169	169
Regeneration and Community Partnerships	0	63	63
Other	0	(5)	(5)
Total Revenue Income	(1,011)	(2,075)	(1,064)
REVENUE EXPENDITURE			
Communication, Marketing and Strategy	(166)	(301)	(135)
Executive Office	(132)	(460)	(328)
Finance, Commercial and Corporate Services	(387)	(226)	161
Park Operations and Venues - excl Trading	(304)	(939)	(635)
Park Operations and Venues - Trading	48	812	764
Planning Policy & Decisions	(39)	492	532
Regeneration and Community Partnerships	(29)	(493)	(464)
Stadium	(100)	(100)	0
Other (incl contingency)	0	(2,710)	(2,710)
Total Revenue Expenditure	(1,109)	(3,925)	(2,815)
Net Revenue Expenditure	(2,121)	(6,000)	(3,880)

Savings have been delivered from:

- **Income opportunities:** LLDC identified potential for additional income, mainly from opportunities at 3 Mills Studios and interim uses of the Corporation's remaining development sites. The savings position has further improved in this quarter driven by higher occupancy, and therefore income, at 3 Mills Studios.
- **Discretionary spend:** LLDC's discretionary cost base is limited, largely due to savings delivered over previous years. However, savings identified include professional fees, IT costs, repairs and maintenance and marketing and communications. Staff vacancies are being reviewed on a case by case basis.

Of the £3.9m additional savings:

- £3.0m is proposed to be rolled-forward into 2022/23, including £1.3m to fund specific corporate priorities, including the Park and Venues operational contracts re-procurement, and £1.7m of corporate contingency (against which risks are held);
- £0.6m was factored into the November 2021 budget submission and therefore already recognised in LLDC's funding position for 2022/23; and
- £0.3m will be carried-forward (as funding) to offset risks in 2022/23 (including those relating to increased utility costs).

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>COMPLETE</p> <p>Construction work has continued to progress in line with the programme reflecting the impacts of the COVID-19 crisis. The four building structures are now well above ground and the topping out of the UAL and V&A buildings took place in 2021/22. Construction of the public realm is also underway.</p>
<p>Completion of procurement for all East Bank Stratford Waterfront construction packages.</p>	<p>COMPLETE</p> <p>The programme of procurement has completed, with all 38 packages procured (final package selected in 2021/22 and awarded in April 2022).</p>
<p>UCL continue construction of their new university campus, UCL East.</p>	<p>COMPLETE</p> <p>Works at the East Bank UCL East's Pool Street West and Marshgate sites are progressing very well and 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>COMPLETE</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>COMPLETE</p> <p>Target for applications determined was at least 70% each month in 2021/22. Ten enforcement cases were closed over the year.</p>

PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Delivery of Town Planning programme, including:</p> <ul style="list-style-type: none"> • Annual monitoring report publication • Supplementary Planning Documents (SPDs) for Planning Obligations and Carbon Offset adopted and published 	<p>COMPLETE</p> <p>The Annual Monitoring report was published in Q2.</p> <p>A revised programme is in place for the revision of SPDs. Drafts of the revised SPDs have been completed and considered at the March 2022 Planning Decisions Committee and will be submitted to Board in the next period.</p>
<p>Annual Environmental Sustainability Report published.</p>	<p>COMPLETE</p> <p>Annual Environmental Sustainability Report for 2020/21 was published in 2021/22.</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>COMPLETE</p> <p>3 Mills Studios' trading performance is set out in the Financial Section and continues to generate a surplus.</p> <p>Parapet, handrail final towpath works completed in 2021/22.</p> <p>Construction works commenced on the Gin Still and Customs House in this period.</p>
<p>Develop the QEOP advanced mobility programme.</p> <p>Contribute to delivery of the QEOP Innovation District programme: Specifically, CleanTech work streams (electric vehicle charging; smart grid; decarbonisation; and circular economy).</p>	<p>COMPLETE</p> <p>Smart Mobility Living Lab: working with partners on developing innovation community.</p> <p>Cleantech innovation options (including Freightlab) are being pursued.</p>

PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Maintain 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>	<h3 data-bbox="801 398 1485 499">COMPLETE</h3> <p data-bbox="801 499 1485 779">In 2021/22 LLDC maintained safe and high-quality Parklands as lockdown measures changed, supported by on Park, web, and social media communications. There were just over 3.4 million visits to the Park from April 2021 to March 2022, which is roughly 55% of the usual visitor numbers before the COVID-19 crisis.</p> <p data-bbox="801 779 1485 882">The Park was awarded Green Flag Status for the eighth consecutive year in 2021/22.</p>
<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>	<h3 data-bbox="801 904 1485 1005">COMPLETE</h3> <p data-bbox="801 1005 1485 1388">The London Aquatics Centre and Copper Box Arena re-opened for community use in line with safety guidelines on 12 April 2021. In 2021/22 there were: just over 150,000 visitors to the Copper Box Arena; and over 814,000 visitors to the London Aquatics Centre. There were also over 63,000 visitors to the ArcelorMittal Orbit. There was a health and safety incident at the London Aquatics Centre in this period, more information can be found below.</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>	<h3 data-bbox="801 1411 1485 1512">COMPLETE</h3> <p data-bbox="801 1512 1485 1769">The Rugby League Wheelchair World Cup which was scheduled for November 2021 was postponed to 2022. The Park delivered other major events safely and successfully, including the Arena Games Triathlon Series at the London Aquatics Centre in this period</p> <p data-bbox="801 1769 1485 1892">Small events took place in the Park over the year, including runs. and commercial filming has continued to take place.</p> <p data-bbox="801 1892 1485 2002">The High Ropes project has been cancelled following the impacts of COVID-19.</p>

PROGRESS AGAINST INCLUSIVE GROWTH MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
Continue Stadium operations including football, summer concerts and athletics.	<h1 data-bbox="820 409 1110 472">COMPLETE</h1> <p data-bbox="820 510 1453 678">Following the successful start to the 2021/22 Premier League football league season at the London Stadium in August, the Stadium has operated well and hosted European football for the first time in September 2021.</p>

COMMENTARY ON KEY LIVE PROJECTS

In this period, LLDC maintained safe and high-quality Parklands, supported by on Park, web and social media communications. There were just over 3.4 million visits to the Park from April 2021 to March 2022, which is roughly 55% of the usual visitor numbers before the COVID-19 crisis.

This period saw a number of successful events held in the Park, including: Copper Box Arena hosting the Netball Quad series; the England Hockey Super 6S indoor tournament at the Copper Box Arena; the Legacy Cheer and Dance at the Copper Box Arena; a series of runs on the Park; and activities on the Park for February half term; London Lions basketball (including Euroleague games) and West Ham United football home matches; the Muslim Hands annual Ramadan walk for the Children of War; and international Jiu Jitsu at the Copper Box Arena; London Youth Rowing taster sessions; and the Arena Games Triathlon at the London Aquatics Centre. Tom Daley's 'Hell of a Homecoming' for Comic Relief took place on the Park and was broadcast on BBC on 14 March.

Events scheduled in the next period include: The Race for Life Pretty Muddy on 7 May; the Chase the Sun 5k and 10k on 11 May and other runs on the Park; FIH Pro League hockey and international hockey and the Lee Valley Hockey and Tennis Centre; and the Lee Valley Velopark Race. Events at the London Stadium in this period and events to mark the 10-year anniversary of the London 2012 Olympic and Paralympic Games are set out below.

Preparations are being made for the commencement of the Abba Voyage show at a purpose build arena on the Park from 27 May 2022. The show will see Abba, one of the most successful pop bands of all time, return for the first time in 40 years with a revolutionary new concert that will see Agnetha, Björn, Benny and Anni-Frid performing digitally with a live 10-piece band.



PARK OF POSSIBILITIES



Operational contracts
2022-2023



A supplier away day is scheduled for 26 April 2022 to support the re-letting of contracts for the operation and maintenance of its venues and parklands. The first procurement, relating to security, commenced in this period.

Incident at the London Aquatics Centre

On 23 March 2022 there was an incident at the London Aquatics Centre. A release of gas in the plant room that receives pool chemicals led to a number of people in the area becoming unwell and the emergency services attending the venue.

The venue was evacuated and closed, and the East Bank construction site was closed for a day. Following this incident, the venue re-opened for gym workouts on 29 March and for fitness classes on 30 March. Annual members of the venues have had their finish date extended to cover the days when facilities were closed and those with monthly swimming memberships or who had paid for lessons or courses were credited for these automatically.



Following an investigation and the implementation of new protocols between the operator and the facilities management company the swimming pools re-opened on 19 April 2022. The incident was discussed by the Health, Safety and Security Committee at its meeting on 24 March 2022, and the London Borough of Newham's Environmental Health Officer's investigation report is awaited.

London Stadium

The Stadium has continued to successfully host circa 60,000 spectators for West Ham's Premier League and Europa League matches. The Stadium team, along with LLDC teams such as security and marketing and communications, have worked hard to ensure match day events are safe and well organised.

Following the very sad news of the death of Taylor Hawkins of the Foo Fighters, the band cancelled their 2022 European tour, including two dates scheduled at the Stadium. Summer concerts scheduled to take place in the Stadium in the summer include the Hella Mega Tour headlined by Green Day on 24 June 2022 and two nights headlined by Red Hot Chili Peppers on 25 and 26 June 2022.

It was announced in this period that the Monster Jam monster truck event would be held at the Stadium on 18 June 2022. It was also announced that the Soccer Aid event for UNICEF would be held in the Stadium on 12 June 2022. The World XI, managed by Arsene Wenger and captained by Usain Bolt will face the England XI, managed by Harry Redknapp, captained by Liam Payne and featuring ex-footballers Gary Neville and Jamie Carragher. It was also announced that the Stadium will host the The Vanarama National League Promotion Final on 5 June 2022.



10 Year Anniversary Celebrations

Work has continued to mark the 10-year anniversary of the London 2012 Olympic and Paralympic Games, with events across the Park. LLDC has added some more inspirational stories to the new microsite, link [here](#), including a focus on our partners, Bikeworks, the social enterprise and a film about building jobs and skills. LLDC launched outline plans for the year in this period gaining significant media coverage for the legacy.

A new exhibition showcasing the legacy of the 2012 Olympic and Paralympic Games, "10 years on" is due to open in the next period at the at Lee Valley VeloPark. The exhibition runs until September 2022 and highlights the sporting, economic and wellbeing opportunities generated by the Games, the journey of the Paralympics movement and the remarkable changes to Queen Elizabeth Olympic Park. The Exhibition is being officially opened on 3 May by Dame Laura Kenny, Britain's most successful ever female Olympian, and multi gold medal winning Paralympians Neil and Lora Fachie. A visit is also planned by the Sports Minister, Nigel Huddleston, on 9 May.



LLDC have secured donations from 3 significant development partners on the park to support a free to access Live Site that will show the Commonwealth Games live including the Opening and Closing ceremonies.



As part of the 10-year anniversary celebrations, the Park has been selected as one of the London Festival of Architecture's destinations for 2022, noting the "transformation of the Queen Elizabeth Olympic Park and its fringes since the games, redefining the historic industrial and creative heartlands of Stratford and its surrounding vibrant communities into an exciting and sustainable place to live, work, study, play and visit." More information can be found [here](#).

Work to improve the safety of women and girls in the area has continued with consultation complete and the draft report close to completion. The report and a set of recommendations for LLDC and partners will be completed in the next period.

Town Planning

The Planning Decisions Committee (PDC) resolved to grant planning permission for the MSG Sphere development at its meeting in March. The related application for advertisement consent was also resolved to be approved but PDC requested that further reviews and controls be negotiated and reported back to PDC for approval. The resolution is subject to Stage 2 referral to the Mayor of London. Work continues on a number of other high profile planning applications, including Jubilee House, Vittoria Wharf, Pudding Mill Lane, Bridgewater Triangle, East Village and Hackney Wick central sites, which are due to be reported to PDC from May onwards.

The Getting to Net Zero SPD and the revised Planning Obligations SPD drafts were also considered by the Planning Decisions Committee at its meeting of 22 March, ahead of being reported to the Board in the next period.

On planning powers transition, the Borough planners' group are due to meet in April to review progress against the agreed objectives for the year on planning policy, data transfer, development management, CIL and s106.

The May meeting of the Group will focus on two areas: the Statutory Instrument for the transition of planning powers, with contacts from the Department for Levelling Up Homes and Communities in attendance; and on TUPE issues.

East Bank

At Stratford Waterfront, construction work has continued in line with the revised programme. The four building structures are now well progressed, with the V&A and UAL buildings holding their 'topping out' ceremony in 2021, marking the building reaching its full height. Construction of the public realm is also underway. The programme of procurement of package contractors has completed, with the last of 38 procurements selected (awarded in April 2022).

The Director General of the BBC, Tim Davie, visited the Park in this period. He was impressed with the work that has been done to build the new BBC Music Studios as part of East Bank, and he's keen to exploit the opportunities that East Bank will give the BBC to reach audiences in new ways and inspire our local talent. An Evening Standard article on the BBC's plans can be found [here](#).





Work at the East Bank UCL East's 1 Pool Street site and Marshgate site are progressing very well and are on programme. UCL gave a preview of the courses that will be taught in the new buildings, and they showcase the depth, range, and ambition of UCL as they move east. You can read more on their plans [here](#).

Community Infrastructure Levy (CIL) collection and allocation

In terms of LLDC CIL, LLDC collected £535,267.54. between January and March 2022. However, we refunded £136,216.21 in the same period, taking the balance to £399,051.33.

In the financial year to date, LLDC has therefore collected £1,726,179.34 of LLDC CIL, offset by refunds of £880,193.71

For Mayoral CIL, we collected £312,563.27 between January and March 2022. However, we also refunded £222,789.57, giving a balance of £224,370.59.

The refund of CIL monies already paid related to developments subsequently increasing the amount of affordable housing in the schemes in question.

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 arrangements 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>Following procurement, a preferred bidder has been identified and approved by Board, subject to legals and a Mayoral consent. Appointment of the preferred bidder will allow the establishment of a Joint Venture in 2022/23.</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 the next period. 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 Heads of Terms have been agreed. The Urban Design Framework completed in 2021/22. Developer procurement is scheduled to commence in early 2022/23.</p>
<p>Chobham Manor development construction complete (Phases 3 and 4).</p>	<p>Works are progressing well with Phases 3 and 4. 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. Both phases are due complete in the next period.</p>
<p>East Wick and Sweetwater Phase 1 construction complete; delivery for later phases agreed and construction commences.</p>	<p>Construction of 302 homes at East Wick and Sweetwater (Balfour Beatty) Phase 1 completed in 2021/22. Phase 2 enabling works to start in 2022/23.</p>

PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<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%, and construction is underway.</p> <p>Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area, which will come forward following Transport for London (TfL) junction works to the A12. Project at risk due to TfL funding constraints following the COVID-19 crisis, discussion ongoing with TfL and other funding options are being explored.</p>
<p>Progress Aquatics Triangle and Chobham Farm developments.</p>	<p>COMPLETE</p> <p>A purchaser for the Chobham Farm North site has been approved and they are currently undertaking site surveys with a view to exchange in the next period. Aquatics Triangle procurement strategy to be considered in the next period.</p>
<p>Progress delivery of enhanced physical connections and improved access to and within Queen Elizabeth Olympic Park.</p>	<p>COMPLETE</p> <p>Funding secured to deliver local projects at Stratford Walk and RIBA Stage 1 completed. Working with partners to deliver other projects across the Park.</p>
<p>Delivery of the Great Get Together and any smaller community events on the Park.</p>	<p>COMPLETE</p> <p>A smaller-scale version of the Great Get Together – the Get Together – was held successfully in summer 2021, with 3,000 people attending.</p>

PROGRESS AGAINST COMMUNITY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Delivery of an annual Youth Conference in conjunction with partners.</p>	<p>COMPLETE</p> <p>The Legacy Youth Board and Legacy Youth Voice lead the delivery of the Annual Youth Conference which took place on 23 March 2022 at the London Stadium, see below.</p>
<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>COMPLETE</p> <p>Mobility Service and Information Point are open. The Information Point operations has moved to the nearby Pavilion building at IQL.</p> <p>There were 195 active Park Champions in this year. It is hoped that this will increase in the next year with more events on the Park.</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.</p> <p>East Wick and Sweetwater: ongoing dialogue regarding neighbourhood building. Some community engagement at the London Stadium, East Bank partners continuing to work with local partners.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>COMPLETE</p> <p>Working on plans for Hub 67 relocation.</p> <p>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 the next period.</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>COMPLETE</p> <p>Completed a successful year of youth engagement, including new members of the Legacy Youth Board appointed and delivery of a Youth Conference (see below)</p>

COMMENTARY ON KEY WORK PROJECTS

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

Chobham Manor

The Chobham Manor development is close to completion, Taylor Wimpey are developing 880 homes at the site. Phases 1 and 2 are fully complete and all homes have been sold.

Progress of construction of the final homes at Chobham Manor is going well, with the final two phases of the development due to complete in the next period. All of Phase 3 units (in total 62 market sale units and 191 affordable) have sold and the affordable units handed over to L&Q. Phase 4 (161 market sale units) sales are progressing well with over 120 homes now sold.



East Wick and Sweetwater

Construction of 302 homes at East Wick and Sweetwater (Balfour Beatty) Phase 1 completed in this period. The homes are selling and renting at a very good rate, with only seven homes remaining at the time of writing.

Planning permission was granted in 2021/22 for the Reserved Matters applications for Phases 4 and 5 of the development - totalling 744 homes - allowing detailed design work to progress. Of these, 226 homes are affordable.

All future phases of the development have now been approved. For Phase 2 enabling work is expected to start in Q2 2022/23, including the removal of the temporary trees that are currently on the site. Main works are expected to start in Q3 2022/23.

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 3 completed in this period with community and stakeholder consultation underway.

The developer is expecting to submit the Reserved Matters application in this period.

The Hackney Wick Station North/South pedestrian route and underpass is open and operational, and being maintained by LB Hackney.

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 and due to be determined in the next period. The Outline Planning application for Pudding Mill Lane was submitted in December 2021, in line with programme with determination anticipated in Q3 of 2022/23.

LLDC Board approved the preferred bidder for the Stratford Waterfront and Bridgewater Triangle sites at its March 2022 meeting, currently concluding legals with the preferred bidder and subject to a Mayoral Decision. Outline Planning for Bridgewater is due to be determined in the next period.



Stratford Station

LLDC have completed stage one of the public consultations for the Stratford Station development, seeking the views of local residents, visitors, passengers, and businesses on what they think about the station now and how it could be improved in the future. This is a key step in the work 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.

In this period, Stage 2 options assessment of the public realm completed. The submission of the Strategic Outline Business Case is scheduled late 2022.

Living Places

For the third year in a row, LLDC delivered a youth conference, this year called Future Me, Future Youth. This was held on 23 March 2022 at the London Stadium, with over 120 young people aged between 14 - 24 from different neighbourhoods in East London taking part in dynamic activities, interactive workshops and compelling discussions led by our Legacy Youth Voice, Legacy Youth Board members and other incredible minds from LLDC youth engagement network. This year's event revealed unique views on urban regeneration, while untangling real-life solutions discovered by the SHIFT London (Inclusive Innovation District) questionnaire and cultivated

on ideas on how the Park will look and feel in 10 years (2032) from a young person's outlook.

The Legacy Youth Board has also inputted into the consultation on safety of women and girls, and has also appointed agencies to develop a branding strategy for the Youth Board.

The Park Panel meeting in March 2022 met at the Good Growth Hub (GGH) and focused on the GGH and the Festival of Architecture. In the same month, the Your Neighbourhood Talks was held at the ArcelorMittal Orbit with SHIFT London, The theme was sustainability and circa 100 people in attended with positive feedback.

Plans are underway for the Great Get Together community event which will be held on 23 July 2022 in the south of the Park. The flagship community event on the Park brings together music, dance, arts, sports, and food for all to enjoy. This year's event is set to be the biggest ever, to mark 10 years since the London 2012 and Paralympic Games. The next period will also see the re-opening of the Mobile Gardens at a new location in Hackney Bridge.

Preparations are being made to deliver the next phase of community engagement at the Blossom Garden, to coincide with when the trees will blossom including: Rosetta Arts photography workshops; Rosetta Arts poetry workshops; and Our Park Lives - wellbeing guided tours. There will be another round of grant applications early 2022.

KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
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. Engagement with Government	R
Risk about successful implementation of the Local Plan including sufficiency of community infrastructure.	Reputational impacts.	Progress reporting including annual monitoring report, review of local plan including population forecasts.	G
Risk relating to sustainability objectives and responding to the climate emergency.	Missing opportunities and reputational impacts.	Delivery of sustainability programme, close work with partners, monitoring and reporting on KPIs.	A
Risk relating to delivery of physical connectivity programmes on the Park.	Missing opportunities and reputational impacts.	Partner engagement on delivery and funding.	A
Risk relating to park and venue operations.	Poor visitor experience, financial impacts.	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.	<p>COMPLETE</p> <p>See commentary below.</p>
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.	<p>COMPLETE</p> <p>Build East opened to learners in 2021/22 and in 9 months of operation there have been 34 apprenticeships and 44 people trained.</p>
<p>Successful operation of the Good Growth Hub, the physical facility to consolidate and scale the East Works. Targets for year 1 are:</p> <p>Local young people accessing GGH Services - 113 Employers accessing GGH services - 240 Collaborations with GGH community partners - 39 GGH service users securing LLW+ positions 58 GGH Service users progressing to HE/FE - 8 GGH service users receiving careers info, advice. guidance - 193 GGH service users receiving freelance training - 30 GGH service users supported by mentors - 68 Match funding raised - £0</p>	<p>COMPLETE</p> <p>GGH has operated successfully in 2021/22 Further information can be found below.</p> <p>Local young people accessing GGH Services - 113 Employers accessing GGH services - 240 Collaborations with GGH community partners - 39 GGH service users securing LLW+ positions 63 GGH Service users progressing to HE/FE - 4 GGH service users receiving careers info, advice. guidance - 192 GGH service users receiving freelance training - 30 GGH service users supported by mentors - 57 Match funding raised - £115,000</p>
Completion of 2020/21 Shared Training and Employment Programme (STEP) programme and commencement of 2021/22 programme.	<p>COMPLETE</p> <p>The 2021/22 STEP cohort commenced in 2022 with 10 young people undertaking individual 12-month placements, for completion in the next period. The Good Growth Hub has commenced recruitment for the 2022/23 Step programme.</p>
Delivering the Design...Engineer...Construct Built Environment curriculum in ten local schools and colleges.	<p>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. DEC has been delivered to 21 schools and colleges</p>

PROGRESS AGAINST OPPORTUNITY MILESTONES

<p>Hobs studio training academy - 120 students trained by March 2022 of which over 60 into related employment.</p>	<p>COMPLETE</p> <p>95 students - of whom 73 found employment - have participated in Hobs Academy courses with the remaining 25 to start in the last cohort in June 2022. The pandemic resulted in Ravensbourne College needing to delay 2 cohorts hence the slide beyond March 22.</p>
<p>Progress EAST Education, an education engagement programme with East Bank partners.</p>	<p>COMPLETE</p> <p>See update below.</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 February 2022.</p> <ul style="list-style-type: none"> • 23% of construction employees working on the Park are Host Borough residents • 79% of the workforce are from Black, Asian, and Minority Ethnic (BAME) groups • 6% of the workforce are women • 3% of the workforce are disabled people • 4% of the workforce are apprentices <p>The local % under-performance and low number of apprentices are both due the low number of vacancies sourced by - alongside data reporting integrity issues managed by - Mace as the PMP. The LLDC has implemented performance improvement steps with Mace and is maintaining a weekly overview of progress.</p>
<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"> • 70% workforce Host Borough residents • 28% workforce are from BAME groups • 58% workforce are women • 1% workforce are disabled people • There are no apprentices currently working across the two sites <p>Estates and Facilities Workforce performance as of March 2022:</p> <ul style="list-style-type: none"> • 65% workforce Host Borough residents • 62% workforce are from BAME groups • 30% workforce are women • 8% workforce are disabled people • 6% are apprentices

COMMENTARY ON VISIT ACTIVITIES



Eastworks

Build East, the new Construction Training Centre at East Wick opened to learners at the beginning of June 2021 as the hub for the Park's Training Association. The Training Association is 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 (CITB) of £400k, an additional £100k from the LLDC and £100k funding from The Skills Centre. LLDC are in discussions with senior CITB colleagues to explore areas for cooperation and collaboration.

A rolling programme of pre-employment sessions for Borough residents is ongoing and being commissioned specifically by Local Authority officers engaging with Build East.

In this period:

Grant funding from LB Newham has been approved to fund the establishment of a Construction Skills Certification Scheme accreditation centre at Build East.

The ESF programme for pre-employment training has started for delivery over a 2-year period.

The first contractors' forum was delivered at Build East which was well received, and it was agreed that further forums will be held for the Stratford Waterfront supply chain.

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



In this period:

The operator has developed a theory of change / project monitoring framework to support the production of an annual project evaluation report.

30 local residents have been recruited onto the Freelance Exchange programme and delivery has commenced.

21 local young residents have been recruited onto the Creative & Cultural Opportunities Programme. Over a 3-week period, these participants will be supported to increase their awareness of employment opportunities available in the creative and cultural sectors in and around the Park.



A supplier (London Progression Collaboration) has been appointed to deliver a feasibility exercise, scoping the potential for a collective approach to delivering apprenticeships at East Bank. The desktop research phase is complete and partner interviews are now underway.

An officer from Newham Local Authority is currently on placement at the Good Growth Hub. Their placement will support the recruitment of young people for STEP 5 through Newham's Job brokerage service (Our Newham Work) while also connecting Newham residents who have successfully completed a Good Growth Hub training programme to relevant employment opportunities offered by Our Newham Work.

EAST Education

In this period:

Delivery of the East Careers week with over 20 sessions on the Park, with a total of 15 partners, with over 300 young people from a number of local schools.

CPD feasibility study progressing into the testing phase of the process.

Artist industry 'speed dating' event held between East Bank partners and local arts organisations to support a Fusion Futures in school programme.

Planning underway for an East Careers round table workshop looking at what the future of careers education on the Park.

KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to improving performance in Inclusion and Diversity (I&D) in relation to LLDC's workforce.	Missing opportunities and reputational impacts.	Delivery of I&D strategy action plan.	A
Amber issue relating to Fixed Estate Charge (FEC) impact on community and political relationships.		Engagement with resident associations. Information on the website about FEC.	R

SUPPORTING DELIVERY

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

The strategic themes are supported by the following strategic enablers:

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



PROGRESS AGAINST SUPPORTING DELIVERY MILESTONES

MILESTONES FOR COMPLETION IN 2021/22	PERFORMANCE AND COMMENTARY
<p>Unqualified accounts for LLDC, E20 Stadium LLP and London Stadium 185 Limited.</p>	<p>COMPLETE</p> <p>The 2020/21 LLDC Group accounts have been signed, with a clean audit opinion and published on LLDC's website.</p>
<p>Progress LLDC's Transition strategy.</p>	<p>COMPLETE</p> <p>Following the Board's approval for the proposed approach to Transition at the March 2022 meeting, work is underway to seek Mayoral approval for the approach.</p>
<p>Health and safety: construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.</p>	<p>COMPLETE</p> <p>There have been four RIDDOR reportable incidents in 2021/22, one at each of the 3 East Bank sites and one at Chobham Manor. Across LLDC construction sites there have been more than 3.5m hours worked, so the rate is below 0.17 reportable accidents per 100,000 hours.</p>

COMMENTARY ON INSPIRE MILESTONES

The Crisis Management Group

The Crisis Management Group has now stopped meeting in relation to the COVID-19 crisis and will be convened as and when required. The Corporation's crisis management procedures were activated following the incident at the London Aquatics Centre, set out in a separate section of this report.

In line with the ending of the majority of COVID-19 restrictions LLDC has implemented a return to office work where employees are asked to work from the office or at Park locations at least 40% of the time. In this period the Corporation prepared for its move to new offices at 5 Endeavour Square (which was successfully undertaken in April 2022). LLDC is encouraging people to work flexibly aligned to business need, 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.

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, work was undertaken on the campaign to mark the 10-year anniversary of the London 2012 Olympic and Paralympic Games in 2022, including the launch of a microsite, see separate section for more information. The team also supported media enquiries, including around the MSG planning application.

Transition

LLDC was established as the first ever Mayoral Development Corporation in 2012, to take forward commitments made in the original London 2012 bid in relation to the physical and socio-economic regeneration of Stratford and the surrounding area. There remains significant work to do to fulfill the commitments made in the original London 2012 bid with respect to the regeneration of east London. However, it is anticipated that a large part of LLDC's 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 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.

LLDC's Board discussed approval for the proposed approach to Transition at the March 2022 meeting, work is underway to seek Mayoral consent for the approach.

Finance

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

LLDC Group has successfully filed its 2020/21 Corporation Tax returns (within the set deadlines).

The Credit Cards and Expenses Internal Audit was concluded - substantial assurance for expenses and adequate for Credit Cards.

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.

Following work with a data analyst, workforce representation targets for LLDC have been agreed, based on the working age population data of the four host boroughs - Hackney, Tower Hamlets, Newham and Waltham Forest. An action plan to support this has been agreed and is being delivered.

The flagship Inclusion Campaign continues, with the launch of the internal campaign focusing on inclusive language in this period.

Health and Safety

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee, which meets at least three times a year. The Board receives a report back from each Health, Safety and Security Committee meeting. The Committee met in this period on 24 March 2022.

This report focuses 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. Unfortunately, a regular visitor to Loughborough University London campus at Here East suffered a cardiac arrest while on site and despite the efforts of the London Ambulance Service did not recover.

The activity on North Wall Road resulted in a number of measures placed on the carriageway to deter the behaviour, which has subsequently ceased.

In anticipation of the impact of Storms Dudley and Eunice, site wide communications were sent to venues and the Construction Transport Management Groups advising them to secure hoardings, banners, equipment, and to have an appropriate response plan in place. The ArcelorMittal Orbit was closed for the day as lifts were unable to operate in the high winds. Precautions were taken at the other venues, such as removing external temporary signs, and staff were withdrawn from Park areas for their safety. Eight trees were damaged by the storm, and some hoardings around vacant development plots saw significant damage and are being replaced. Eight items of wayfinding furniture were damaged.

Information about the gas leak incident at the London Aquatics Centre can be found in a separate section of this report.

There was a RIDDOR reportable incident at the East Bank Stratford Waterfront site: on 14 February a manager from Galostar, the Sadler's Wells' brick and blockwork contractor, was descending a scaffold access ladder when he missed his handhold and fell backwards onto a concrete slab, resulting in a fracture of his lower arm and dislocated elbow and wrist requiring hospital treatment and surgery. The individual has left hospital and is being supported by his Employer. A full investigation has been completed and its findings were that (i) the individual lost control whilst accessing the ladder and (ii) Ladder training has not been carried-out to those using this equipment. The resulting action plan is as follows: (i) all scaffold access ladders have been / are being reviewed to establish the viability of replacing such with proprietary staircase systems, complete with handrails, (ii) wherever possible, ladders will be installed within the footprint of any scaffold structure and (iii) a safe use of ladders toolbox talk was given to the Galostar operatives, followed-up by a formal training session. The incident has been reported to the Health and Safety Executive. Prior to this accident, East Bank Stratford Waterfront had achieved 2 million hours without a RIDDOR reportable incident.

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, delivery of Park Business Plan.	Financial impacts, reduced income or increased costs.	Delivery of Sponsorship, Marketing and Park Assets Strategy and Park Business Plan	R
Red Issue relating to East Bank philanthropic funding.		Fundraising strategy in development with GLA.	R
Amber issue relating to COVID19 crisis, impacting on LLDC and partners' employees, health and safety, operations, construction and delivery of objectives.		Crisis management plans in place, recovery plans being formulated.	A

KEY RISKS AND ISSUES

SUMMARY	IMPACT	MITIGATION	RAG
Risk relating to the potential impact of Government/Mayoral policy change on the Corporation.	Programme delays, budget impacts.	Continue political engagement work and briefings.	G
Delivery of LLDC activities and objectives pre- and post-Transition.	Negative impacts on regeneration of the area; potential impact on staff retention.	Transition strategy being developed, updates presented to Board. Close working with key stakeholders.	A
Electrical capacity of Park requires reinforcement.	Financial impacts.	Energy strategy commissioned. Review and implement findings.	A
Risk relating to failure to embed fraud and assurance processes, including group subsidiaries (E20/LS185).	Financial and reputational impacts.	New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	A
Risk relating to information security non-compliance, including GDPR. Risk also relates to group subsidiaries (E20/LS185).	Potential loss, theft or corruption of data with reputational and financial impacts.	Information security gap analysis complete, action plan being implemented. Ongoing information security briefings.	A
Issue of impact of residential tax on property developers.		Close working with the GLA; potential engagement with HMRC.	A

