

Design Quality Policy

2025

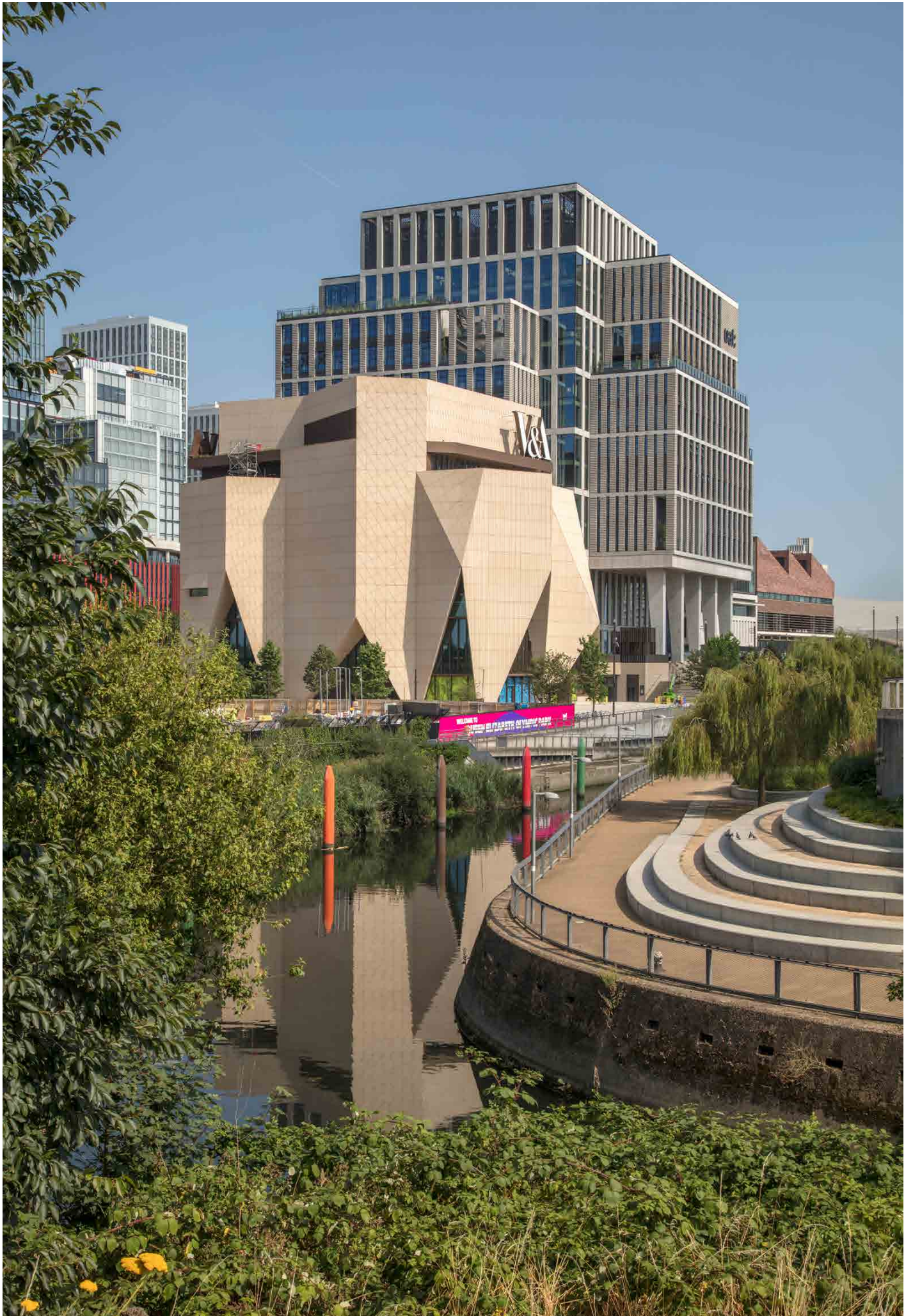


**LONDON LEGACY
DEVELOPMENT
CORPORATION**



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Foreword

The London 2012 Olympic and Paralympic Games were transformative and set a legacy that continues to shape Queen Elizabeth Olympic Park today. Our updated Design Quality Policy is part of this legacy, establishing robust quality management processes and standards to support the creation of functional, inspiring, inclusive, and sustainable buildings and spaces.

We are thrilled to collaborate with developers, contractors, operators, and consultants to achieve our goals. Their input is essential to realising the design quality we envision. By working closely with our communities and stakeholders, we will ensure every project embodies the energy and heritage of the Lower Lea Valley.

Our design vision for Queen Elizabeth Olympic Park is ambitious, a 21st Century 'Great Estate of London' that is high quality, climate resilient, inclusive, and biodiverse. Since 2019, we have made significant progress, delivered homes, schools, public places, and habitats, while enhancing infrastructure and connectivity. The Chobham Manor neighbourhood and the emerging Stratford Waterfront district are shining examples of our achievements.

Sustainable and inclusive design is central to our work. We are committed to a 1.5°C-aligned and nature-positive future, targeting net-zero carbon emissions by 2030 for scope 1 & 2, and by 2038 for scope 3. Our Climate Action Strategy guides this effort. Equally fundamental is inclusive design. We strive to create environments that are accessible and welcoming to everyone, regardless of age, ability, or background.

The next five years will be transformative. We aim to deliver over 4,000 more homes across six thriving neighbourhoods. Our vision of innovation and collaboration will create a legacy that honours the past and inspires future generations. Together, we will build high-quality, inclusive, and sustainable environments, fostering a sense of belonging and prosperity for all.

Shazia Hussain
CEO, LLDC

Jamie Kerr
LLDC Board Member

Queen Elizabeth Olympic Park



— Queen Elizabeth Olympic Park (the Park)
— LLDC (MDC) / The Great Estate / FEC boundary

- - - Parklands
- - - Sites within the wider estate

Introduction

Following the London 2012 Olympic and Paralympic Games the parklands of Queen Elizabeth Olympic Park have become a unique and immensely important public asset. A successful regeneration programme has transformed the area economically and socially with new homes, jobs, education, culture, and leisure at its heart.

Delivering high-quality design, alongside our other corporate priority themes of delivering inclusion and diversity, inclusive growth and community wellbeing, and sustainable development in response to the climate emergency, has been key to this achievement. This was recognised when the first Design Quality Policy was published in 2012.

The legacy continues, and the Design Quality Policy has been updated to capture the progression of our thinking and to reflect the evolving scope of our work. We believe that managing the design and delivery process is as crucial as the design itself in achieving high-quality outcomes. This policy contains our Quality Management Strategy. For all London Legacy Development Corporation (LLDC) projects within the estate, design management means following and complying with our corporate policies, named 'Priority Themes', and the standards and guidance that support them. These apply to all stages from briefing to operation and have been refined through practical experience.

Our work is achieved through direct delivery or management, developer agreements or joint ventures, and management or operational contracts. In all cases, it is a collaborative process. We want to work with partners, developers, contractors, operators, and consultant teams to ensure that exceptional and inspiring buildings, spaces and landscapes are delivered in line with our vision.

Queen Elizabeth Olympic Park encompasses, and is adjacent to, different boroughs, communities, landowners, businesses, and interests. We have built strong relationships with stakeholders to deliver design quality within and beyond the Park's boundaries. Involving local people in the design development of our neighbourhoods and places has proven valuable in creating places people want to live, work, play, and stay. We aim to continue to work closely with these stakeholders to deliver our collective vision for this part of east London.

Purpose

The Design Quality Policy is LLDC's corporate policy to ensure the delivery of high-quality built and natural environment throughout Queen Elizabeth Olympic Park (the Park), considered as one of the new Great Estates of London, and the wider estate. It applies to all projects, regardless of size, and sets the design vision for Queen Elizabeth Olympic Park, along with the requirements and processes to achieve this vision in the estate.

For LLDC projects and contracts relating to the design, delivery, and management of built and natural environments, the policy is a compliance document. This includes mixed-use and residential developments, commercial, cultural and community spaces, meanwhile projects, and infrastructure. It also covers the management of assets, including buildings and green and blue infrastructure.

This third version of the policy, published in 2025, will be updated as appropriate

Who should use this policy

LLDC projects within the estate

This policy is for LLDC leadership, officers, partners, developers, contractors, operators, consultant teams and other stakeholders involved in built and natural environment projects on the estate. It ensures compliance with our standards and guidelines.

Third parties within Queen Elizabeth Olympic Park

We recognise that not all places in Queen Elizabeth Olympic Park are owned, delivered, or managed by LLDC. This policy and the documents referenced within it should be considered best practice guidance for projects by third parties within and around the Park.

How to use this policy

Part 1: Our Vision

LLDC expects our partners and others working within Queen Elizabeth Olympic Park to share this vision.

This section explains what we aim to deliver. It:

- Sets out LLDC's vision for the next Great Estate of London.
- Demonstrates what has been achieved to deliver this vision so far.
- Explains how we continue to progress our thinking to keep up with the evolving context.
- Looks forward to our ambitions and priorities for the next five years.

Part 2: Delivering high-quality design

Mandatory for all LLDC projects and contracts related to the design, delivery, and management of built and natural environment projects.

This section explains how LLDC expects to deliver high-quality places, who needs to be involved and what their roles are. It:

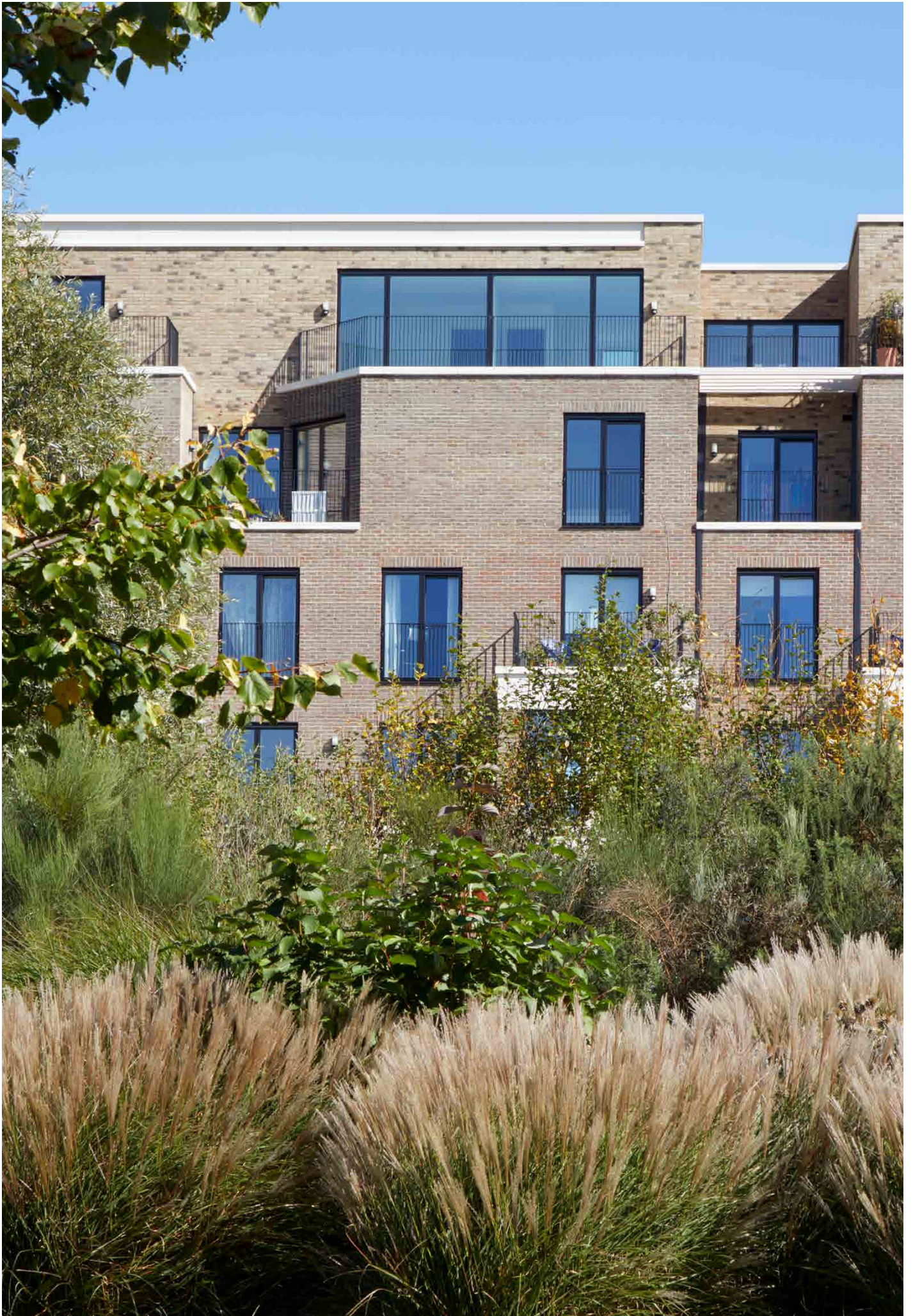
- Explains how LLDC's priority themes relate to the delivery of projects, setting out all relevant policies, strategies, standards, guidance, and action plans.
- Sets out general expectations from our partners, with specific requirements for consultant teams, developers, contactors, and operators involved.
- Describes LLDC's Quality Management Strategy, from project set-up and resourcing through to handover and Post Occupancy Evaluation.

Part 3: Delivering generous homes

A minimum requirement for all LLDC housing projects.

This section:

- Sets out our minimum space standards.
- Describes our ambition for best practice and innovation.



Part 1

Our Vision

1.1 The next Great Estate of London

Queen Elizabeth Olympic Park is the next Great Estate of London, a model for the 21st Century. Our design vision remains to create a new part of the city, continuing to build on the quality that is already here.

We will ensure buildings and places are designed to reflect the unique energy, character, and heritage of the Lower Lea Valley, making the most of the existing context and responding to community needs. This will be combined with an approach to stewardship and careful ongoing management that retains the significant character and landscape in and around the Park. Given this context, we expect that each project, no matter how large or small, contributes to and does not detract from the vision.

Our approach is pioneering, setting new standards in urban development and design. We are committed to innovation and excellence, exploring the limits of what is possible in creating sustainable, inclusive, and vibrant communities. Each project is an opportunity to lead by example, showcasing cutting-edge solutions that address the challenges of the 21st century and inspiring others. As an organisation and an innovation district, we excel in inclusive design, sustainability, community engagement, and economic opportunity, fostering the growth of industry and creating a dynamic environment for businesses to thrive.

We are proactive in the curation of place, and this demonstrates how we care about character and value, with benefits for people and nature. Our work as a development corporation has created environments that people want to visit, experience, live, study, play, enjoy, work, and connect with. Ultimately, our objective is to create flourishing neighbourhoods, a high-quality piece of city anchored by fantastic parklands that can support thriving communities. High-quality design can make a significant contribution towards ensuring that this is delivered.

1.2 What we have achieved

Since 2019 and the last design quality policy, there has been significant progress. We have led the delivery of Stratford Waterfront, a new £1.1bn cultural, education, and residential district in the heart of the Park. UAL's London College of Fashion, Sadler's Wells East, and the first buildings of UCL's East campus are open, with the V&A East Museum and BBC Music Studios to open from 2026.

Chobham Manor, the first of five new neighbourhoods to be delivered on the Park, is complete, fully occupied, and has won numerous awards. The first phase of East Wick and Sweetwater is also complete, with the second phase and Hackney Yards under construction. All our remaining residential developments at Stratford Waterfront, Bridgewater Triangle, Pudding Mill Lane, and Rick Roberts Way now have clear proposals for delivery.

Quality neighbourhoods

Resident feedback at Chobham Manor demonstrates that the overall quality of the homes and the architectural design is an integral part of the mixed neighbourhood's success. Residents have confirmed that the layout and types of housing have helped support it to become a thriving, family-friendly area with strong social networks. It is encouraging that a high proportion of residents plan to stay for five or more years, particularly given the transitory nature of parts of Stratford in the past. Our approach to comprehensive masterplanning and providing larger, more flexible homes has been adopted by parts of the local housing market, with some excellent developments by others building upon this. Developing quality neighbourhoods has attracted higher value, with CBRE noting Stratford has commanded a regeneration premium above the growth of the surrounding local authority area due to the quality of transport, education, and retail on offer.

High-quality temporary projects at Build East and Hackney Bridge have been delivered and become home to two of our flagship employment and skills programmes: Build East, our construction and built-environment skills centre, and the Good Growth Hub which specialises in the cultural, creative, and digital sectors.

We have embarked on an ambitious £150 million funded programme of public realm improvements and infrastructure projects. Many are now completed: from Westfield Avenue's transformation to a place that prioritises people rather than cars, to a new entrance to Stratford Station providing critical accessibility to the Carpenters Estate residents. We have developed plans to improve green infrastructure and biodiversity and enhance the cycle network around Queen Elizabeth Olympic Park. This will promote sustainable active transport and provide improved connectivity, better connecting people to opportunities in the parklands and surrounding neighbourhoods.

The value of green spaces

The value of well-designed open space and its contribution to residents' and visitors' overall quality of life is understood. A 2019 evidence review of the benefits of parks and green spaces for people and communities, conducted by Sheffield Hallam University and the University of Sheffield found that 'physical health, mental wellbeing, and life satisfaction are all enhanced through access to and use of parks and green spaces'. We continue to see premiums for properties with views of green space; and in 2024, 41% of all visitors regularly used Queen Elizabeth Olympic Park parklands to relax, with a high percentage registering a strong appeal of parklands, waterways, and gardens. We have piloted a corporate Natural Capital Account to understand the economic impact, which revealed a return of £5 for every £1 spent on maintenance and management.

The statistics on the following page are since 2019, other than homes built (since 2015)

1182 homes built

3 retrofit projects completed

17 connectivity projects delivered

including new and improved bridges and stations, walking and cycling improvements, green and blue infrastructure

3 approved masterplans

6 education, workplace and cultural buildings delivered

12 new research publications

20+ emerging design teams engaged

8 approved detailed planning applications

60+ awards
shortlisted or won

20+ design led multidisciplinary teams engaged

24 design work placements
through LLDC contracts

1.3 Continuous Improvement

We continuously refine our processes through reflection on what has worked and through learning from others. This includes researching best practice standards, processes, and expertise.

Inclusive Design

A cornerstone of LLDC practice has been inclusive design. Our Built Environment Access Panel and **Inclusive Design Standards** (updated in 2025) are globally respected. Since 2012, we have required higher accessibility standards than Building Regulations. These standards now include considerations for neurodiversity and other sensory processing differences, going beyond minimum requirements, to create inclusive neighbourhoods, buildings and environments that are convenient and enjoyable for everyone.

With rising awareness of gender inequality in town planning and urban design, we developed **Creating Places that Work for Women and Girls** (published 2024), a multi-award-winning handbook. This handbook informs our design and engagement processes and was developed with significant engagement and co-design with women and girls in the four east London boroughs.

Climate Action and Sustainability

The declaration of the climate emergency led us to develop our **Climate Action Strategy** and related guidance, **Preparing for 1.5 Degree Future**. This directly informs the sustainability requirements particularly for our residential developments and scope three emissions. Our nature positive approach embraced Biodiversity Net Gain (BNG) ahead of legislation, embedding it within our requirements. Action planning for biodiversity continues as part of the management, maintenance and regeneration of the estate, and our developments all deliver an agreed quantum of habitat. Recognising the challenges of high-density development and urban greening factor (UGF), we commissioned **UGF x High Density**, a research project providing solutions and guidance relevant for the UK.

The **Park Design Guide** (updated in 2024) has been updated to align with the Climate Action Strategy, creating future-ready exemplar parklands and neighbourhoods. We have strengthened our strategy guidance with a checklist by work stage to ensure that climate positive principles are embedded. A carbon assessment of key landscape materials and street furniture elements used in Queen Elizabeth Olympic Park informed the guide update and led to a standalone report, **Climate Emergency Design Guidance**, detailing low-carbon design principles.

Geographic Information System (GIS)

Beyond data management, we are increasingly looking for ways to use GIS to enable us to make quality decisions. For example, we have been using GIS to map our green and blue assets, allowing us to understand their quality and value for nature. This enables us to provide off-site BNG units to developments that cannot meet their BNG requirements on site.

Post Occupancy Evaluation (POE)

Learning from our completed neighbourhoods is crucial. We have undertaken one of the largest POE studies to be published in the UK. A **Pilot POE Study** for Chobham Manor Phase 1 was completed in 2022, with POE for the remaining phases of Chobham Manor and the first phase of East Wick completed in early 2025. These studies, delivered by multi-disciplinary teams, have provided valuable insights and the pilot won the Architects' Journal's AJ100 Sustainability Initiative of the Year in 2023. We have published the recommendations and developed a methodology so it can be shared, free of charge, with other local authorities and commissioning clients.

We have also trialled POE for non-residential developments, such as the refurbishment of workspaces at 3 Mills Studios, and researched why new commercial spaces in the area remain vacant through our **Latent Workspace in Hackney Wick and Fish Island** study.

A full list of our research to date can be found on page 79.

1.4 The next five years

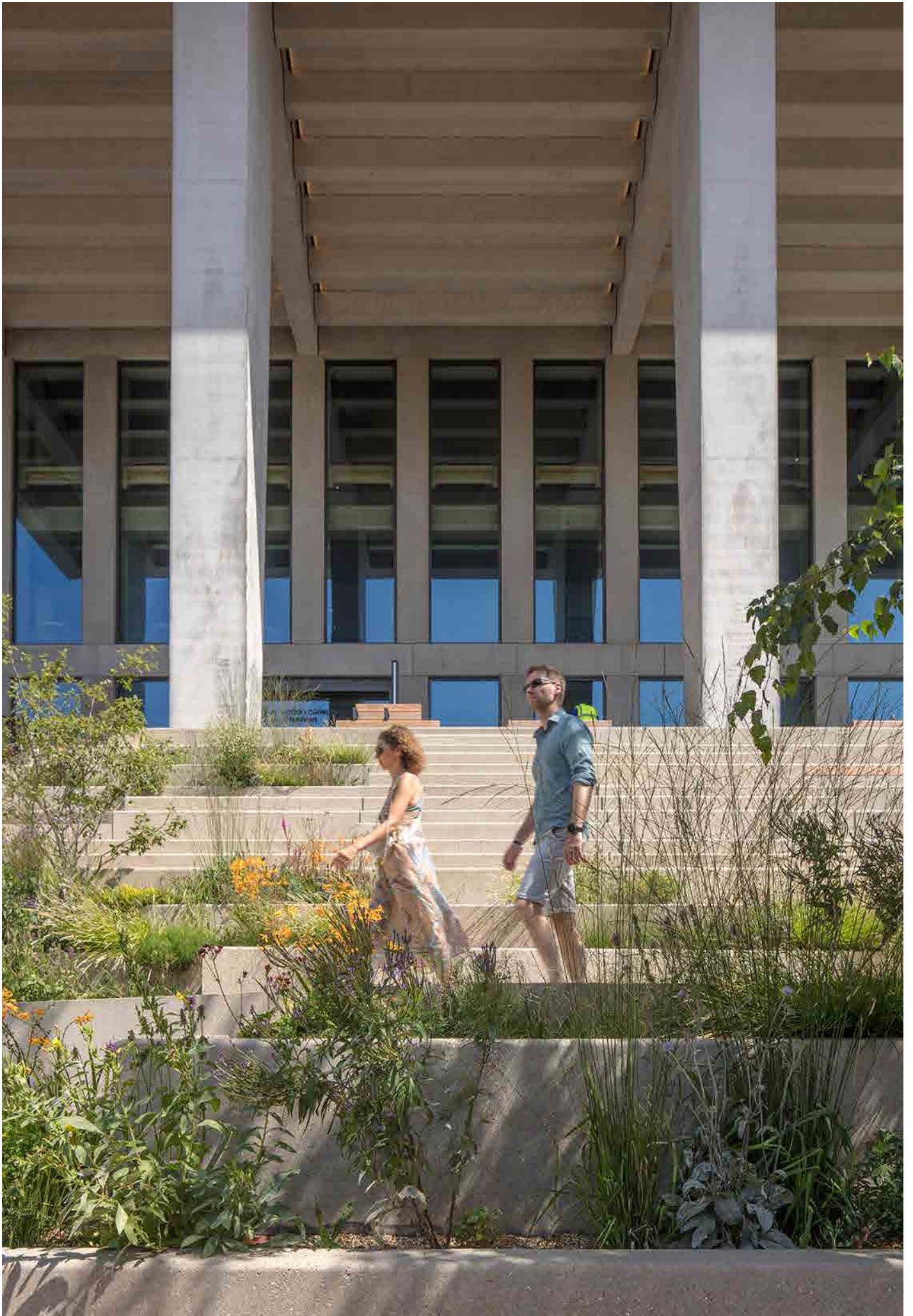
The transformation of Queen Elizabeth Olympic Park is a testament to our commitment to creating a vibrant, inclusive, and sustainable future. As we look ahead, our vision for the next five years is bold and ambitious.

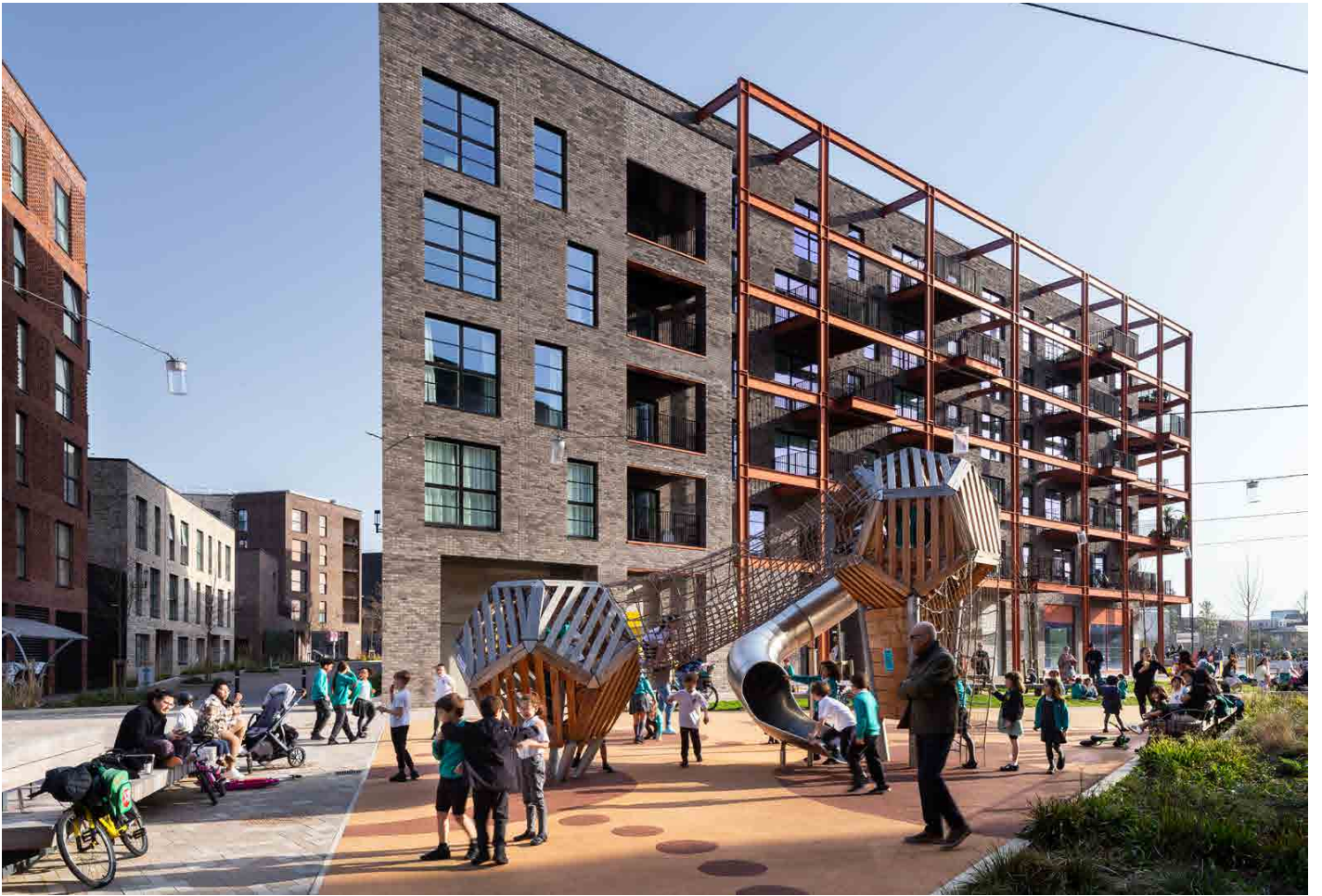
In March 2025, over 4000 homes remain to be delivered in our neighbourhoods. We anticipate that the neighbourhoods at Stratford Waterfront and Bridgewater, Rick Roberts Way, Hackney Yards, and East Wick will be complete by 2030, with Sweetwater and Pudding Mill Lane well underway. Our role has evolved from developing masterplans and obtaining planning permission to collaborating with our developer partners to bring our vision to life. The design development of our neighbourhoods will be guided by our unwavering commitment to high-quality, inclusive and sustainable design.

We will create vibrant public spaces complemented by a dynamic mix of commercial space, particularly at Pudding Mill Lane. As stewards of this remarkable estate, we will continue to optimise the use of our land and facilities, enhancing Queen Elizabeth Olympic Park as a unique destination and focusing on placemaking as key to delivering a high-quality piece of city. Our focus will be on creating spaces that offer unparalleled experiences for residents, communities, businesses, visitors and nature. Quality design will remain at the heart of efforts, supported by maintenance regimes that nurture the landscape for generations to come. We will continue to enhance the biodiversity and wider offer, with visitor and leisure opportunities to grow, working with new and existing partners.

Our goal is to be net zero carbon by 2030 for all scope 1 & 2 emissions, and 2038 for scope 3 emissions from our value chain. We will also set targets for sustainable transport, nature positivity and climate resilience. Our ambitious targets will shape the design, delivery and operation of all future projects.

Our vision for the next five years is one of innovation, collaboration, and sustainability. We are committed to creating a legacy that not only honours the past but also inspires future generations. Together with our partners and the community, we will continue to transform Queen Elizabeth Olympic Park into a beacon of excellence, setting new standards for urban development and placemaking.





East Wick and Sweetwater

The twin developments of East Wick and Sweetwater (EWS) are a unique place to live, positioned on the Park yet part of Hackney Wick with its historic industrial character. The neighbourhoods include the eastern portion of the Hackney Wick Neighbourhood Centre, and once complete will deliver retail and community uses and a mix of housing types. Two schools were delivered by LLDC ahead of the development, and later phases of Sweetwater will provide a health centre and library.

The first 302 homes at East Wick are now occupied with another 210 to complete in 2026. Sitting between Hackney Wick, Here East and the North Park, the medium rise and medium density neighbourhood forms an important park frontage and provides a key landscape-led pedestrian route between Hackney Wick and to the Velodrome through the parklands. Waterden Green will also be delivered as part of East Wick; this is a new youth play space developed through in-depth engagement with teenagers that includes a structure co-cliented and co-designed with young women.

For each neighbourhood, one masterplan architect and landscape architect were selected by our developer partner, with individual plots designed by a variety of architects; this was directed by LLDC. As a large multi-phase development, lessons learned from each phase of EWS are being applied to later phases and POE has been undertaken on the first homes.



Hackney Bridge

This is a meanwhile project at East Wick providing affordable workspaces for small businesses, artists, and makers, along with event spaces and canal-side food and drink venues. It successfully acts as an incubator for small businesses, with one already moving to a permanent retail unit in East Wick. Creating a strong urban identity was a key part of the brief and selection process, as it will be in place for over ten years.



Build East

This is a temporary construction skills centre at Sweetwater. Portacabins housing classrooms have been overclad in a simple timber structure that can be disassembled, recycled and reused at the end of its life. This gives the centre a strong identity and adds interest and activity to this entrance to the Park from Hackney Wick. LLDC used the opportunity of a small commission to invite emerging architects to bid for the work.

Top left: East Wick Phase 1.

Courtesy of Chris Hopkinson.

Bottom left: Aerial view of East Wick masterplan.

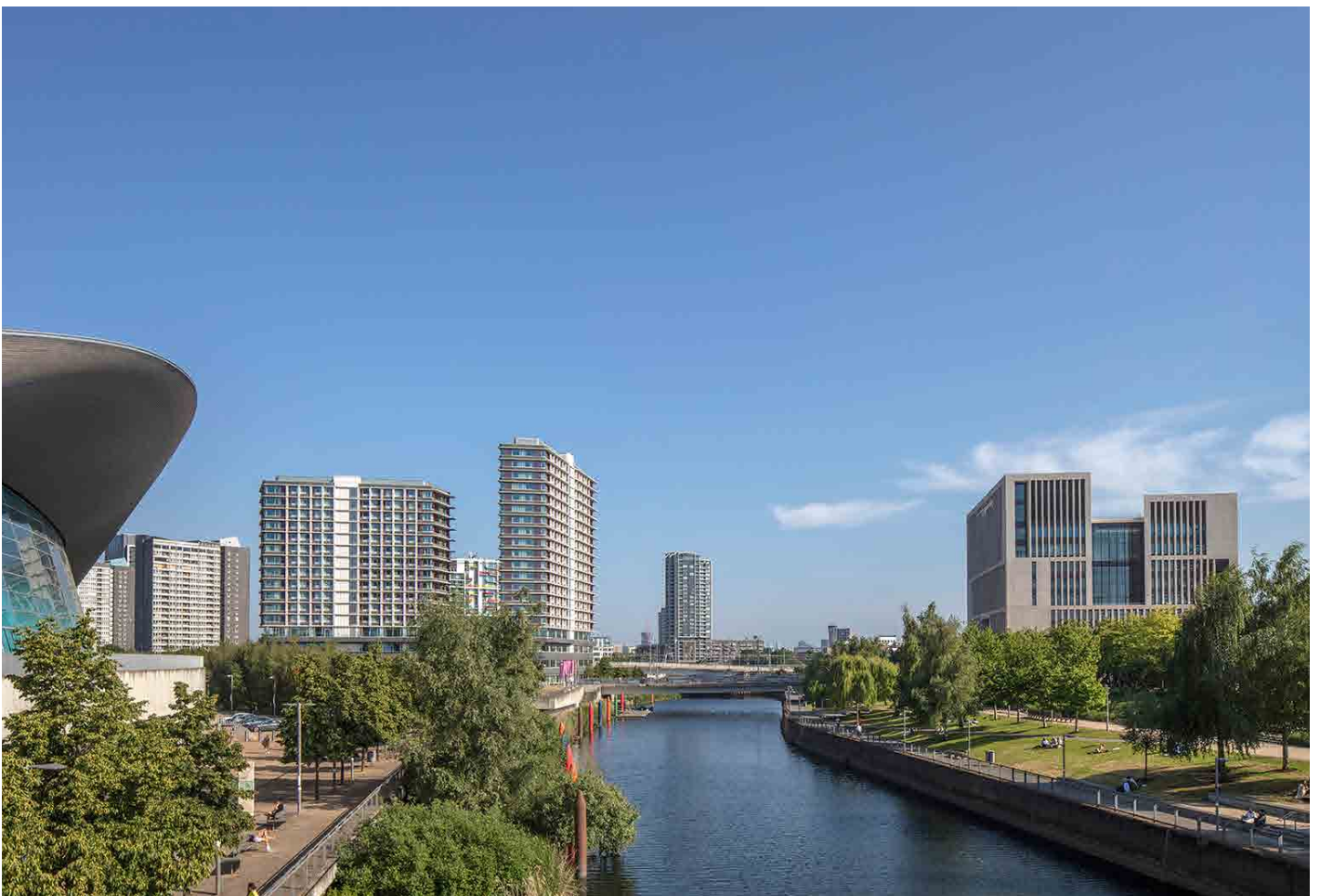
Courtesy of Sheppard Robson, Piercy & Co. Studio Egret West and Fabrik

Top right: Hackney Bridge.

Courtesy of Queen Elizabeth Olympic Park.

Bottom right: Build East.

Courtesy of EBBA © James Retief.



UCL East

The UCL East masterplan aims to create a permeable and inviting campus that breaks down traditional 'town and gown' barriers. Located at the eastern edge of the South Park, the proposal will create landscape and public spaces to foster inclusion and community engagement, with the 'fluid zone' an important concept of indoor public realm that is freely accessible to all. This mirrors a similar concept within the Stratford Waterfront district, which is nearby, and together they create a series of internal and external living rooms along the banks of the Waterwork River.

Two state of the art buildings are now completed in line with the masterplan. Marshgate features flexible lab spaces, shared workshops, and open plan areas that encourage interaction and an interdisciplinary approach between researchers, students and academic users. One Pool Street provides student accommodation and academic spaces with a mix of social and study areas that promote a sense of community among residents. It also features the Plant and Nature Lab, a roof garden for experimentation in the larger landscape lab of the parklands.

LLDC was joint client on the landscaped masterplan, setting an invited design competition that saw the appointment of LDA Design. We assisted UCL in the appointment of the design teams for the buildings and reviewed designs as they developed through to delivery. The architects and landscape architects were retained through to completion on both projects, either as delivery architects or design guardians.



City Mill Skate

The meanwhile use strategy was an important part of the planning application process with the skate park being introduced as an art installation with significant community engagement as part of the City Mill Skate project. This otherwise isolated part of the site has been activated in an inclusive way with engagement with young women and girls.

Top left: UCL One Pool Street, Courtesy of LDS, © Paul Riddle

Top middle and top right: UCL Marshgate Courtesy of Stanton Williams, © Hufton+Crow

Bottom left: UCL One Pool Street and Marshgate, Courtesy of UCL © Morley von Sternberg

Bottom right: City Mill Skate, Courtesy of UCL, © Sam Wilkinson





Parklands

Queen Elizabeth Olympic Park has set a standard for green infrastructure in east London's regeneration. Drawing inspiration from historic park design, it combines sculptural landforms with accessible slopes and loops, creating a welcoming, vibrant landscape. The design transitions from the natural beauty of the Lea Valley to a dynamic, playful place that appeals to our diverse communities. Built for the 2012 Olympic and Paralympic Games, it was transformed into a public park for the proposed surrounding neighbourhoods.

With wide paths and dynamic planting, it is accessible and enjoyable for visitors. It features internationally significant curated artworks, including the Olympic Rings and Agitos, with spaces for cultural events and programming. In addition to being a public asset, it provides a water management system which reduces flood risk for 4,000 homes, and provides economic and environmental benefits, as noted in the Natural Capital Account and Valuing Landscape Report.

The restorative design addressed soil contamination, created habitats for a rich variety of plants and wildlife. It has fostered biodiversity, with rare species now thriving. Key landmarks like the ArcelorMittal Orbit, and Tessa Jowell Boulevard, to help navigate the complex layout which features varied levels.

The parklands are designed to transform what was a polluted industrial site into a vibrant place. The park is designed to transform what was a polluted industrial site into a vibrant place. Access to green space is important to placemaking, people's health and wellbeing, and for ongoing development.

Top left: North Park

Bottom left: Climbing wall

Top right: Tumbling Bay

Bottom right: North Park

All photos courtesy of Queen Elizabeth Olympic Park



Part 2

**Delivering
High-quality Design**

2.1 Corporate Priority Themes and Policies

LLDC's corporate policies are interconnected and support the creation of thriving and successful places. We are committed to creating high-quality, inclusive, and sustainable environments that enhance local lives and community wellbeing. Each of our Priority Themes has a set of outcomes expected and these are summarised below.

- **Delivering High-quality Design:** We aim to create urban spaces that are attractive, inclusive, and sustainable, setting new standards for design excellence.
- **Delivering Inclusion and Diversity:** Our goal is to ensure that every environment we create is accessible and welcoming to all, celebrating diversity in all its forms.
- **Delivering Inclusive Growth and Community Wellbeing:** We strive to promote social, economic, and environmental benefits for all communities, fostering a sense of belonging and shared prosperity.
- **Delivering Sustainable Development and Responding to the Climate Emergency:** We are committed to achieving net zero carbon, improving climate resilience, and enhancing biodiversity, leading the way in sustainable development.

Delivering high-quality design

For LLDC, high-quality design means creating places that enhance attractiveness, inclusivity, and sustainability. Coordinated architectural, urban and landscape design are essential to delivering well-built and well-maintained places that create and sustain social, economic, and environmental value over time.

Key for LLDC is ensuring any design proposal relates to east London and has a clear identity and sense of this place. For most projects, this will mean landscape-led design – delivering green, resilient, and accessible public realm of outstanding quality that provides a setting to our developments and is commensurate with the parklands of Queen Elizabeth Olympic Park.

High-quality places of work, amenities and essential services support successful and thriving neighbourhoods. We expect all projects to contribute to, improve or create streets, landscape, and public spaces. Enhancing connectivity increases the potential for residents and communities to benefit from the wide range of social, civic, cultural, and economic opportunities on offer.

Successful places are created through thoughtful design, from the masterplan to the detail, with sustainability as a core principle. Our homes will be more spacious than national standards, comfortable and well-built, allowing residents to build their lives in and around the Park. We ensure that every design decision, from architectural features, artwork, and planting to functional elements like cycle parking, lighting, and servicing, aligns with the overall design.

Together these help us to deliver quality developments that enable mixed, balanced, and resilient communities.

Delivering sustainable development and responding to the climate emergency

LLDC is committed to securing a 1.5°C-aligned and nature positive future, delivering a sustainable new piece of city centred around low carbon neighbourhoods and biodiverse parklands. This means achieving our targets related to net zero carbon, improving climate resilience and adaptation, and fostering a just transition to an inclusive economy. In improving the energy efficiency of owned and operated buildings, minimising the carbon emissions in the construction and operation of our developments, implementing nature-based solutions and minimising exposure to climate risks we will create places that are more comfortable to live, learn, work and play, fostering healthier active lifestyles , access to green space, and generating value through lower energy and maintenance costs.

Delivering inclusive growth and community wellbeing

We aim to use our contracts to the benefit of our area, creating more inclusive places and stronger communities. Our objective is a diverse, skilled workforce and high-quality employment and business opportunities for local talent. As such, developer, operator, consultant, and contractor contracts must provide education, skills, and job opportunities to local people from this part of east London. This is expected throughout all stages of planning, delivery, and management of our projects.

Each project will require a clear stakeholder and communications strategy about how to meaningfully engage the community in a manner relevant to each place. Genuine involvement of communities - or user groups - in the design process is assumed. This will help shape places to reflect their needs, support consensus building during the planning process, and result in greater satisfaction with what is delivered. We are keen to continue to use interim uses to activate and test community uses and to also continue outreach and engagement projects beyond delivery, where possible - this helps foster community and can increase our understanding and improve future projects.

Delivering inclusion and diversity

We prioritise inclusion and diversity, recognising the Queen Elizabeth Olympic Park is situated in one of most diverse areas in the UK. This is integral to our approach to attracting talent, and informs how we make decisions and evaluate the impact of our work on different communities and groups.

One of our key strategies is inclusive design. Our approach acknowledges diversity and difference, aiming to create environments that everyone can use by eliminating barriers that cause unnecessary effort and exclusion. This allows everyone to engage equally, confidently, and independently. We expect active, early and continued engagement, going beyond protected characteristics to consider all potential user needs including, for example, mental health and wellbeing, neurodiversity, and socio-economic inclusion. All proposals should be positively shaped by this engagement and our industry-leading standards, ensuring that the eventual project meets the needs of a wide range of people and abilities, benefitting all.

Bringing it together

LLDC has established a range of documents to support our Priority Themes. These documents provide LLDC's corporate statements about quality and how to achieve it. They include Policies, Strategies, Standards, Action Plans and Guidance.

Most documents are relevant to all projects, while some are specific to Queen Elizabeth Olympic Park parklands or our residential developments. They expand on the processes and objectives set out in this policy. This is shown in the table on the following pages. New documents may be introduced during the life of this Design Quality Policy, and project specific documents may be produced on an individual basis. Policy documents can be found on [LLDC's website](#).

LLDC's Design Team will guide projects on how to meet these requirements, particularly if there are areas of conflict, or a need for derogation.

Policy Documents

Design Quality

This describes LLDC's design vision for Queen Elizabeth Olympic Park, sets out our Quality Management Strategy and what we expect from our partners, and includes our Housing Space Standards. It is a requirement for any built environment and natural environment project within the estate, no matter how large or small.

Application: The Estate
Type: Policy
Priority Theme:
High quality design
Inclusion and diversity
Sustainable development
Inclusive growth and community wellbeing

Climate Action Strategy

This constitutes the framework for climate action against all LLDC's activities using an evidence based approach; it summarises LLDC's emissions scope and baseline, our emissions reduction pathway, the actions required to reach our net zero, nature positive, and climate resilience goals, and finally our delivery plan.

Application: The Estate
Type: Strategy
Priority Theme:
High quality design
Sustainable development
Inclusive growth and community wellbeing

Inclusive Design Standards

This sets out the standards that are expected across all buildings, landscape and public realm to deliver inclusive places that can be used and enjoyed by everyone, easily and equally. Bringing together the best of existing good practice guidance into a single benchmarking document, it is a compliance document for all projects within the estate.

Application: The Estate
Type: Standard
Priority Theme:
High quality design
Inclusion and diversity
Inclusive growth and community wellbeing

Park Design Guide

This sets out how LLDC expects good design, climate resilience, and biodiversity to be sustained across open spaces, from strategic planning and design principles through to specification, construction, and maintenance. It is a compliance document for works on the Park and within the parklands, a development policy for LLDC developments, and a reference document for development within the periphery of the Estate.

Application: The Estate
Type: Standard
Priority Theme:
High quality design
Inclusion and diversity
Sustainable Development

Design Guidance

This sets out key themes in the design and delivery of successful masterplans, public realm, landscapes, and buildings, and uses innovative and inspiring local schemes to illustrate them.

Application: The Estate
Type: Guidance
Priority Theme:
High quality design
Inclusion and diversity
Sustainable Development

Preparing for a 1.5 degree future

This provides a framework and guidance to achieve net zero for new buildings; it includes target performance standards and KPIs that are the minimum requirements for new developments, a design actions checklist per RIBA Stage, and Design Guidance for achieving the targets.

Application: The Estate
Type: Guidance
Priority Theme:
High quality design
Sustainable Development

Code of Consultation

This provides our expected approach to undertaking meaningful and inclusive public consultation; it explains our principles of consultation and sets out good practice approaches to different methods of consultation through the pre-application, submission, and construction and operation stages of projects.

Application: The Estate

Type: Guidance

Priority Theme:

High quality design

Inclusion and diversity

Inclusive growth and community wellbeing

Park Management Plan

This sets out how the parklands are managed and maintained by the landscape management company through a contract with LLDC. It sets out detailed landscape prescriptions for defined parcels of land alongside other roles that the Park plays in terms of community participation, habitat management, park infrastructure, playground, and trees.

Application: Parklands

Type: Plan

Priority Theme:

High quality design

Inclusion and diversity

Sustainable development

Inclusive growth and community wellbeing

Learning from Legacy Neighbourhoods: Post Occupancy Evaluation

This sets out findings and recommendations for future residential developments, based on a POE of over 1,000 homes at Chobham Manor and East Wick, and sets out a methodology for future POE.

Application:

Residential Neighbourhoods

Type: Guidance

Priority Theme:

High quality design

Inclusion and diversity

Sustainable development

Inclusive growth and community wellbeing

Handbook: Creating Places that work for women and Girls

This provides tools for creating equitable and inclusive urban places that consider the needs of women, girls, and gender diverse people, with engagement at the heart of the process. It sets out key considerations and practical steps that can be taken to ensure a gender-informed approach is applied in the planning, design, and decision-making process, from project inception to long-term management.

Application: The Estate

Type: Guidance

Priority Theme:

High quality design

Inclusion and diversity

Inclusive growth and community wellbeing

Building Community: An action plan for building community in a new estate

This provides our approach to successfully establish and sustain resilient communities in the development of new neighbourhoods in the estate; it is a framework to be tailored for each development, detailing initiatives and activities through the stages of pre-occupancy, early occupation, full occupation, and steady state.

Application:

Residential Neighbourhoods

Type: Action Plan

Priority Theme:

High quality design

Inclusion and diversity

Inclusive growth and community wellbeing

Green Infrastructure Guide

This provides best practice guidance and an integrated, proactive framework for Green Infrastructure (GI) planning and delivery; it sets out an approach for enhancing, managing, and creating GI at all scales, alongside a checklist per RIBA stage to ensure GI is considered throughout the design and delivery process.

Application: The Estate

Type: Guidance

Priority Theme:

High quality design

Sustainable development

Inclusive growth and community wellbeing

Biodiversity Action Plan

This sets out the direction for long-term management to maintain and enhance biodiversity across the Park; the action plans for habitat, species and communities outline a number of practical actions aimed at protecting and enhancing the Park's biodiversity, as well as providing opportunities for local people to be involved and engaged in the BAP's delivery.

Application: The Estate

Type: Action Plan

Priority Theme:

High quality design

Sustainable development

Inclusive growth and community wellbeing

Art in our Park

This sets out a framework of principles to which art, whether physical, digital or performative, is considered as a proposal. It states that LLDC considers art and culture is an important offer to visitors with an internationally significant collection of physical artworks within the Park which is curated as part of the 2012 Games legacy and has been and will be curated inclusively and sustainably into the future.

Application: The Estate

Type: Standard

Priority Theme:

High quality design

Inclusion and diversity

Inclusive growth and community wellbeing

Wayfinding Strategy

This sets out a review of the existing wayfinding system in Queen Elizabeth Olympic Park, making recommendations to update the system to accommodate recent changes to the Park's facilities and destinations. It also considers how further changes can be accommodated as the Park evolves.

Application: The Estate

Type: Strategy

Priority Theme:

High quality design

Inclusion and diversity

Inclusive growth and community wellbeing

Lighting Strategy

This sets out how lighting in the Great Estate is managed, maintained and monitored. It sets out a hierarchy of routes with lux levels and holistic approach to lighting that makes the parklands welcoming, whilst treating ecologically sensitive areas with care. Proposed improvements to lighting responding to the neighbouring developments and landownership are prioritised. Whilst the Great Estate is mapped, the principles apply to all physical infrastructure across the wider estate.

Application: The Estate

Type: Strategy

Priority Theme:

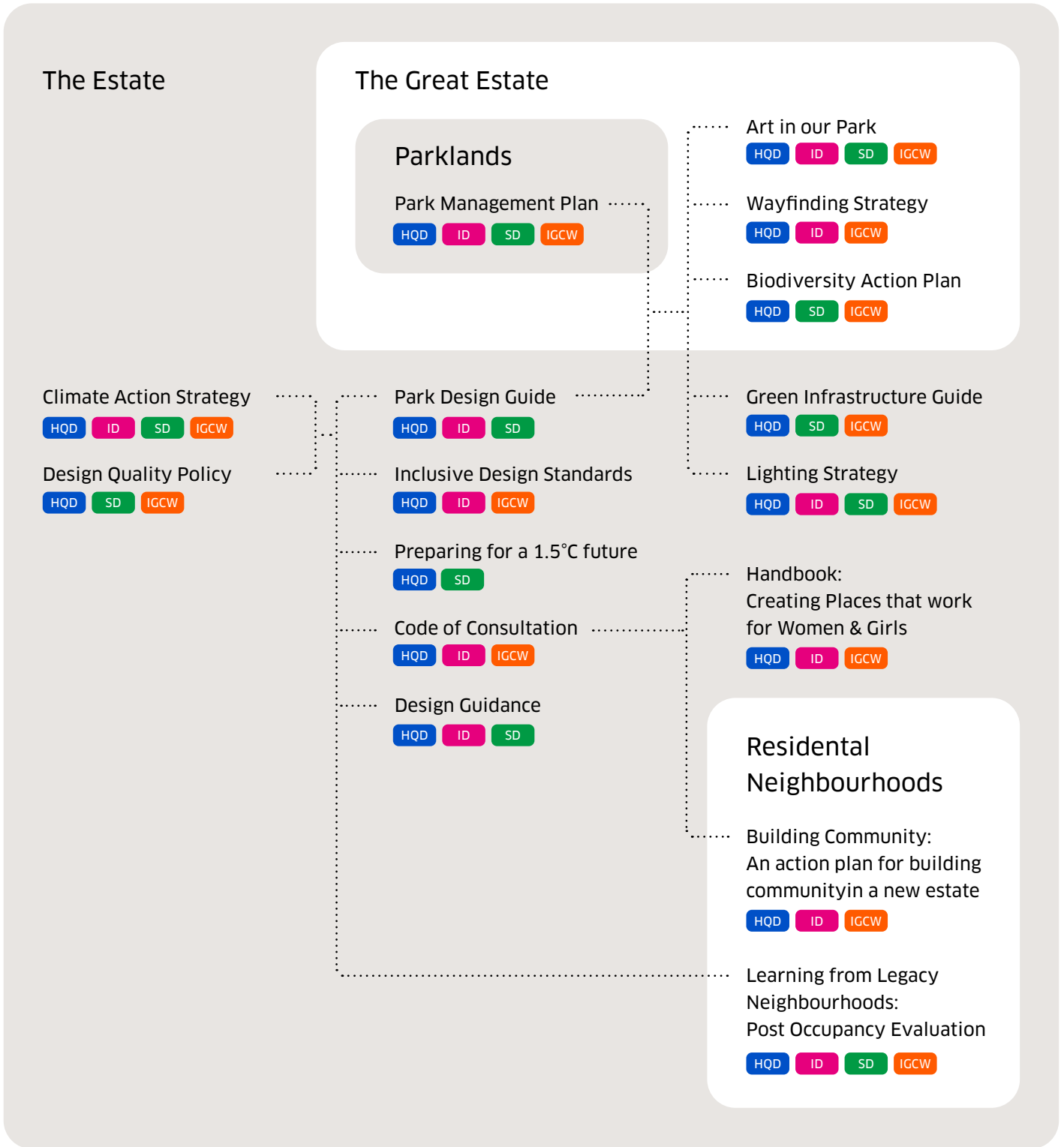
High quality design

Inclusion and diversity

Sustainable Development

Inclusive growth and community wellbeing

Policies, Strategies, Standards, Guidance, Action Plans



← Overarching Specific →

- Priority Themes:
- HQP** High Quality Design
 - ID** Inclusion & Diversity
 - SD** Sustainable Development
 - IGCW** Inclusive Growth & Community Wellbeing

Most policy documents are relevant to all built and natural environment projects on the estate. Additional policy documents relating to Residential Neighbourhoods only, or projects within the Great Estate or the Parklands only are also shown.

2.2 Working in partnership

LLDC sets ambitious targets and set the conditions for delivery, but we rely on partners who share our values to help us deliver. We want to be clear about what we are looking for from all our partners; these are core behaviours and requirements which will help us to ensure we deliver high-quality places across the estate.

Our partners should:

- Value high-quality and inclusive design – from urban design to the selection of materials or plant species – and understand the benefits this brings.
- Use procurement processes that, like ours, prioritise a high-quality value chain, including consultants and sub-consultants, contractors and sub-contractors, and operators.
- Maintain the highest standards of sustainability, with a strong understanding of net zero, climate resilience, and biodiversity, and how these relate to their specific work.
- See the local community as a key stakeholder and pro-actively build relationships, engage, and communicate with local people, businesses, and community groups. All our partners should consider where they can introduce co-production and co-design into their work.
- As employers, be a beacon of best-practice for the inclusive economy by ensuring fair and good quality work, promoting, and participating in skills, education, and employment programmes, promoting mission-led innovation, and increasing workforce diversity.
- Engage with and stay updated on industry research, emerging standards, regulations, and best practice. We want to work collaboratively with our partners and expect them to advise and fill gaps where LLDC lacks expertise or challenge us to do better where our requirements fall short.

Specific requirements for developers, consultant teams, contractors and operators will flex depending on the project scope, complexity, and contract value. In addition to the above, specific requirements are set out below – note these are not exhaustive and other requirements may be necessary depending on the project.

Developers

We expect our developer partners to be aligned with our regeneration vision and to demonstrate an ability to deliver from masterplan to completion and operation. This includes creating successful, inclusive, and well managed places, spaces and buildings that meet community needs, achieve net zero and nature positive, that have positively responded to development constraints.

The requirements are:

- **Delivering quality:** Demonstrated experience in delivering and executing well-built quality schemes with sense of place.
- **Community engagement:** Evidence of effective and meaningful collaboration with communities beyond statutory requirements.
- **Roles and responsibilities:** Clear internal structures to deliver and manage quality, with defined roles and responsibilities.
- **Champions:** Named champions for sustainability, inclusive design, gender equity and engagement.
- **Processes:** Processes in place to provide an integrated approach to deliver quality, from planning through to construction, then sales and estate management.
- **Procurement:** Commitment to procuring consultant teams and contractors as outlined in this document.
- **Consultant teams:** Agreement with LLDC on consultant team scope across all work stages and site distribution, including any proposed changes at any time.
- **Non-residential uses:** Appropriate and sustainable strategies for non-residential uses that contribute the wider economic and community ecosystems of the Great Estate.
- **Meanwhile uses:** Where relevant, delivery of meaningful interim uses that build a sense of identity and activity throughout a long, phased process, and establish and grow businesses which can eventually take up permanent residency.
- **Post Occupancy Evaluation:** Commitment to undertake Post Occupancy Evaluation on all projects.

Consultant teams

We get the best outcomes when we work with teams from inception to completion. Whether consultant teams are appointed directly by LLDC, or through a development partner, contractor or operator, the requirements here apply unless expressly agreed otherwise by the Head of Design or Head of Landscape and Public Realm:

- **Selection process:** Architects and Landscape Architects may be selected via invited interviews or tender processes (based on awards and relevant projects), frameworks, or in exceptional circumstances, competition through Public Procurement. They will always include technical (qualitative) criteria and LLDC's project leads (including Design Lead) should form part of the selection panel.
- **Multiple buildings:** For projects of two or more buildings, a minimum of two appropriate architectural practices must be appointed – one masterplanner and at least one other for building design.
- **SMEs and micro-practices:** We encourage use of emerging practices to provide opportunities for them to advance. On larger schemes this is a requirement, alongside more established practices.
- **Landscape:** We require a landscape-led masterplan approach, with a single landscape architect to integrate and contextualise the scheme. Individual technical subconsultant commissions, such as ecology, must be well integrated into the overall design strategy.
- **Retention:** Architects and landscape architects are to be retained through to construction.
- **Design guardians:** Client-side design guardians in architecture, landscape architecture MEP/energy are expected on all projects. They should have sufficient scope to work efficiently with the contractor efficiently, potentially by using a Clerk of Works during construction.
- **Specialists:** Sustainability, inclusive design and engagement specialists, demonstrating leadership in their field and an understanding the challenges particular to the project type and size, will be needed to collaborate from the outset with other consultants.
- **Diversity:** Consultant teams should be diverse to reflect east London and address the under-representation of women, the global majority and people from minority groups in the built environment.
- **Social value:** All consultants including planning agents, project managers, cost consultants, engineers and designers – should commit to delivering social value and an inclusive economy within the LLDC area.

Contractors

Given the complexity of the work and stakeholders involved, to achieve quality greater control during delivery is needed. Quality contractors and subcontractors are fundamental in helping us realise our vision. We encourage early engagement with contractors on all projects to de-risk delivery of our sustainability and quality objectives, to aid constructability and efficiency and support cost planning and budget setting. Whether contractors are appointed directly by LLDC, or through a development partner or operator, the requirements here apply unless otherwise agreed with the Head of Design and Head of Landscape and Public Realm:

- **Procurement:** Contractor procurement will be informed by GLA documentation, value-based procurement, and HM Government, such as the Construction Playbook, or relevant updates. LLDC's relevant leads, including the Design Lead, should form part of the selection panel.
- **Quality and sustainability:** Demonstrable ability to deliver against our quality and sustainability standards, in a manner relevant to the procurement route, its parties, and their contractual responsibilities.
- **Delivering design intent:** Experience of successfully delivering design intent from planning to handover, for example, by using named contractor-side design managers; undertaking internal design reviews; working proactively with client-side Design Guardians.
- **Personnel and processes:** Evidence of what personnel and processes will be put in place to avoid a performance gap between original design intent and operational outcomes.
- **Risk management:** Proactive risk management and assurance with early intervention and mitigation where outcomes are threatened
- **Mock-ups:** Production of mock-ups for benchmarking including architectural and public realm materials together.
- **Post occupancy reviews:** Commitment to post-completion and post occupancy reviews.
- **Consultant teams:** Where contractors are procuring a consultant team they will adhere to the consultant team requirements.

Operators

Operators can include existing utility providers, asset owners, or concessions on Queen Elizabeth Olympic Park, in addition to new entrants who may approach LLDC from time to time with targeted proposals for new build, extension or retrofitting structures, spaces or places. Although the nature of these may be specific, it is expected that operator projects will be subject to the same project set-up and requirements for consultant teams and contractors.

2.3 Quality Management Strategy

LLDC's corporate **Quality Management Strategy** outlines how LLDC delivers quality, aligning with guidance from the GLA Network of Expertise – Design Delivery. It highlights the key processes and outputs expected during project set up, delivery, close-out, and operation, focussing on high-quality design. These processes will be led by the LLDC Project Lead, with input from the Design Lead and the wider team.

All projects should follow the Quality Management Strategy, unless expressly agreed otherwise with the Head of Design or Head of Landscape and Public Realm. It is summarised on pages 52–53.

For larger projects a more detailed, bespoke Design Quality and Sustainability Management Protocol (DQSMP) may be required. Each DQSMP will provide more detail on the following sections.

Culture and People

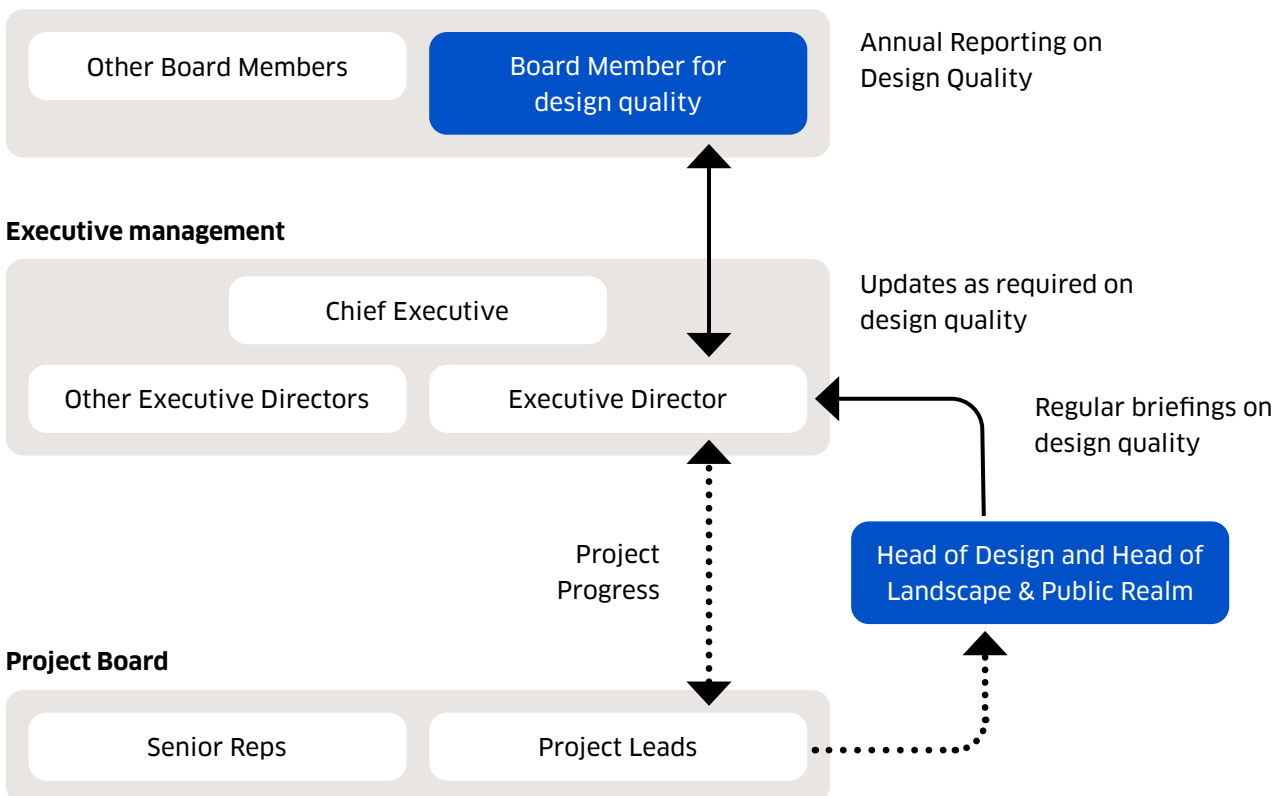
LLDC's approach is based on strong design leadership at executive and officer level, with design leads integrated into the development or delivery function. The Design Lead plays a critical role early during the initiation stage to set the culture to achieve quality and gain agreement from the wider team.

Governance and Reporting

To ensure the Quality Management Strategy is delivered, design quality undergoes an annual review. A senior individual, typically a board member, is responsible for championing quality across LLDC. They will advocate for high-quality design, prompt discussion on related topics and hold the executive to account.

The Executive Director oversees project delivery against the vision and objectives, requirements, and priority themes, supported by the relevant Heads of service. The Head of Design and Head of Landscape & Public Realm will facilitate the progress reporting on design quality for the relevant projects for masterplanning, architecture, public realm, and landscape, preparing for the annual review. The Executive Director will provide oversight to the identified Project Board.

LLDC Board



Resourcing and Internal Expertise

The Project Lead coordinates the project from initiation stage onwards, bringing in specialist expertise from across the organisation. They integrate advice across design, sustainability, planning, development management, project management, finance, security, estate management, education and community partnerships, employment and skills, communications and marketing, and procurement.

Most projects will require specific leads to be identified at the beginning of a project – this will normally include planning, engagement, sustainability, inclusive design, and gender equity. In some cases, these roles may be undertaken by the same person.

Design expertise

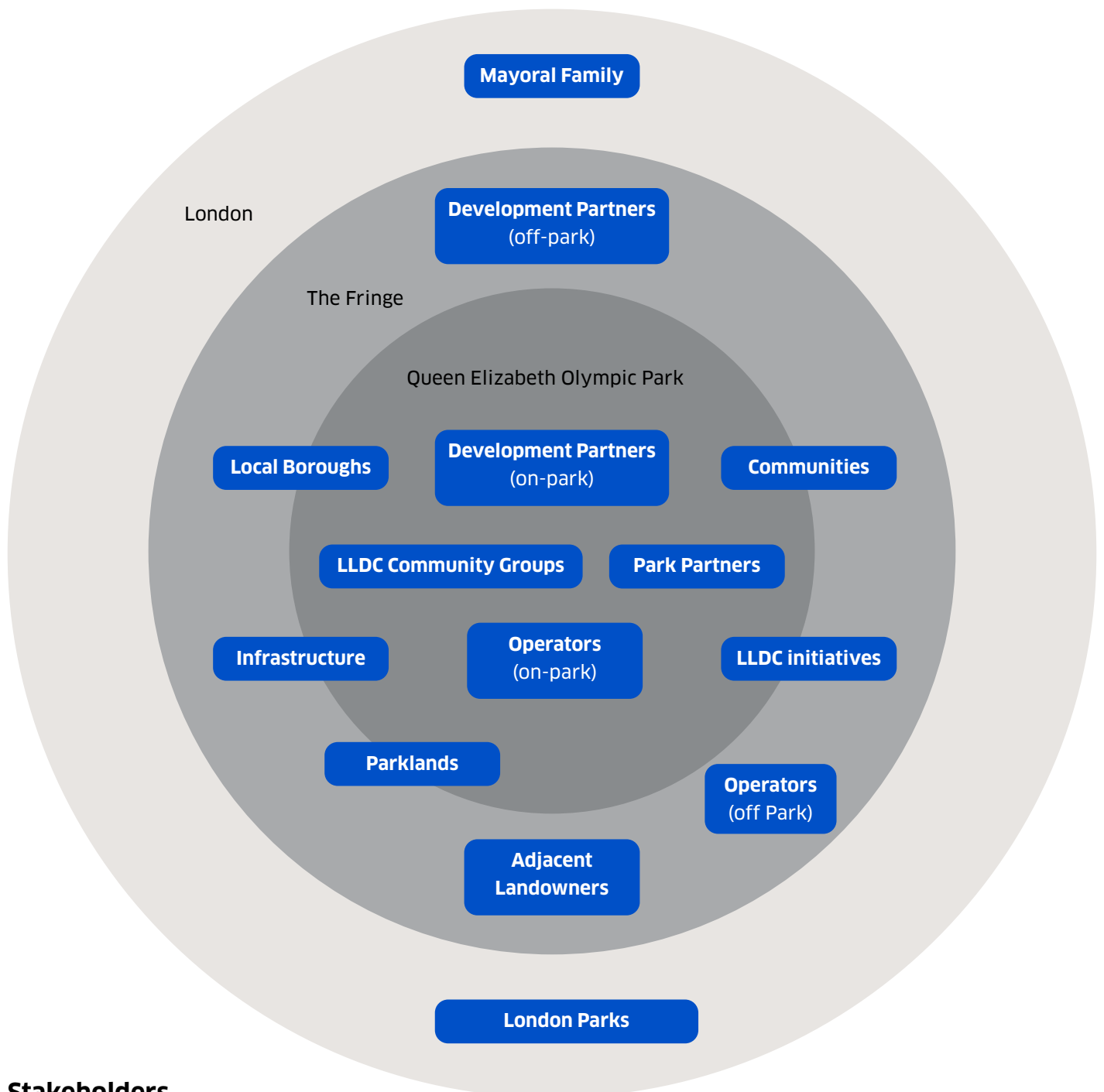
LLDC has an internal team of qualified design professionals whose role is to assist, manage and monitor the design and delivery of projects. They come from a range of backgrounds, including architecture, urban design, landscape architecture and inclusive design. Together they contribute to wider GLA knowledge sharing on design and placemaking and share practical learnings to the development of London-wide best practice and case studies.

A Design Lead must be identified, which will be an appropriate member of the Design Team. The Design Lead will act as an expert advisor to the Project Lead, collaborating with the internal, external and partner teams. They will be involved in all project types, whether this relates to developers, consultant teams, contractors, or operators. The Design Lead will collaborate with the Project Lead and team to define design roles and responsibilities, coordinate and report on design quality, and ensure compliance with Priority Themes. This governance will be documented in the LLDC project execution plan and partner documents. The Design Lead will confirm the level of resource and focus on strategic planning, brief writing, design quality metrics, procurement, design review, and monitoring delivery quality.

Stakeholder Management and Community Participation

As part of project set up, stakeholder identification and mapping will be completed by the Project Lead with input from the wider team, and an assessment made based on the levels of interest and influence each stakeholder may have. Engagement with stakeholders is tailored for each project with an Engagement Lead. Those related to place and quality may require a specific strand of engagement and relationship management from the Design Lead.

Working with the Engagement Design and Gender Equity Leads, the Project Lead will determine appropriate levels and methods of community engagement (including the scope of influence) for the project at each stage. This depends on the scale and complexity of the project and may vary from information sharing through community participation in co-design / co-production / co-creation. Once a project is delivered, it is important to continue to engage with users and the community, measuring success to show how developments have delivered positive change for people in our area.



Stakeholders

Mayoral Family including:
Greater London Authority
Old Oak & Park Royal Development Corporation
Transport for London / Places for London

Development Partners (off-park) including:
Hackney Yards
Rick Roberts Way

Local Boroughs
LB Hackney
LB Newham
LB Tower Hamlets
LB Waltham Forest

Development Partners (on-park)
Stratford Waterfront & Bridgewater Triangle
Pudding Mill Lane
Chobham Manor
East Wick & Sweetwater

Communities
Business owners
Community groups
Residents
Schools
Visitors

LLDC Community Groups
Elevate
Community Anchors Network

Park Partners including:
ABBA Voyage
East Bank
Here East
London Stadium
Innovation District Partners

Infrastructure including:
Canal & Rivers Trust
District Heat Network
(Bring Energy)
Greenway (Thames Water)

Operators (on-park) including:
ArcelMittal Orbit / Zip World
Copper Box Arena
London Aquatics Centre
Riverside East

LLDC initiatives
Build East
Built Environment Access Panel
East Education
Good Growth Hub

Parklands
Lea Valley Regional Park Authority
LB Hackney

Operators (off-park)
3 Mills Studios

Adjacent Landowners

London Parks

Project development

Managing the design and delivery process is key to achieving a good outcome. LLDC's approach includes several processes to be established early and regularly revisited from project inception through to operation, particularly the explicit link between design and sustainability performance. These are to be layered onto standard project management processes. Various templates are available (for example for Design Quality Reporting, Post Occupancy Evaluation) to assist with these processes.

Vision, Objectives and Reporting Metrics

Clear vision and objectives should be set out and agreed by the Project Board at the beginning of the project and revisited at key stages of the project. These should link to the project specifics, Priority Themes and guidance documents and be stated within the brief and any procurement documentation, to be monitored and reviewed throughout the project.

To meaningfully measure design quality, each project should have specific design quality reporting metrics agreed with the Design Lead at the outset of the project. The number of metrics will depend on the complexity and size of a project. Given the relationship between design and sustainability, there will be an interface with the Climate Action Strategy reporting metrics. All of these should be reported on and tracked at key stages, and non-compliance addressed. The metrics can form part of contracts, with a requirement for regular reporting by consultants, developers, operators, or contractors.

Improving connectivity

We believe that the success of Queen Elizabeth Olympic Park is dependent on its integration with its neighbours and its ability to stitch together previously disconnected places, both physically - overcoming significant infrastructure barriers - and socially. Each project brief should include objectives to enhance and reinforce the overall movement network - connecting people to opportunity by improving connections; enhancing accessibility for all; and making it easier, safer and greener to travel through and around the Park.

Sense of place

High-quality design comes from an understanding of place and valuing what is already there to create a careful and sophisticated design response that fits its context. This area of east London has a richly layered social, cultural, and built history, as well as unique natural assets in the form of parks and waterways. We expect each of our projects to demonstrate an understanding of this – nurturing what is special about this place whilst also creating new layers that respond sensitively and enhance the fabric of the city. The cues need to be clearly expressed in the brief, as well as what is expected from the consultant team to analyse, prioritise, refine, and translate this into design proposals in a meaningful – not tokenistic or superficial – way.

Site visits

To develop project requirements and metrics the project team must understand the place where the project is sited - its context, opportunities, and constraints. Desktop research and site visits should be undertaken by the project team as early as possible, and at key stages in the project. In the construction phase, the Project Lead should undertake site visits with the Design Lead; these are important to ensure that the design intent, materiality, and details are being delivered as approved, as well as to record any lessons learned.

Training / precedent visits

LLDC believes in visiting its own completed work and other schemes, using precedents as a way of setting benchmarks for quality and to bolster understanding and increase collective knowledge. Precedent visits should be used to learn from and share information with others about their experience of briefing, consultant team selection, planning, design development, development partner procurement, construction, and estate management.

Precedent visits can be particularly useful when there is anything unusual about a project (from building function to proposed materials). The Design Lead will encourage each project team to undertake these at key moments in the programme, from visiting similar uses at the beginning of the project, to looking at materials at the technical design stages.

Design Scrutiny

The Design Lead will provide detailed scrutiny of the scheme throughout its design development - from inception into delivery. This is part of a culture of project reviews. The Design Lead will determine an appropriate level of design review required for a project at each stage, depending on the scale and complexity of the project. These may include:

- Individual design review by design lead(s)
- Regular attendance by design lead(s) at project meetings
- Design Team Peer Review undertaken by LLDC's Design Team
- Conformance Reporting, for example against design quality metrics or Inclusive Design Standards
- Built Environment Access Panel (BEAP) to provide strategic and technical advice on inclusive design issues
- Community / user group engagement. These could be specific user groups, for example Elevate or Community Anchors Network

Design/Quality Review Panel and / or Community Review Panel may also be required by the local planning authority.

Inclusive design and sustainability will form part of design scrutiny on any project. Where landscape or public realm form part of a project, they must be given equal weighting to architectural design throughout the work stages.

Sustainable Design

Whilst the Sustainability Lead will develop the targets for Climate Action Strategy reporting and the Project Lead will be responsible for reporting against them, the Design Lead has a key role to play in ensuring design development supports delivery of the targets through all project stages, for example:

- At briefing stage - considering how to meet the project brief in the most sustainable way.
- At concept design stage - reviewing site-wide strategies to improve health and wellbeing; building form, layout, and orientation to minimise energy and carbon; climate resilient features to buildings and landscape.
- At detailed design stage - supporting material and planting selection and reviewing detailing to minimise energy and carbon whilst maximising quality.
- On completion - supporting the evaluation of the buildings and spaces in-use.

Estate & Asset Management

Design for management – long-term stewardship, management, and maintenance requirements – should directly inform the brief, metrics and standards required. The Project Lead should draw on experience and expertise within the organisation on what has or has not worked within our own projects and the parklands. These requirements should be reviewed during all stages. Early and continued involvement of operators, registered providers or others who will manage the place after construction will be critical to inform estate management strategies.

Landscape management

Managing the parklands is fundamental to the delivery of LLDC's objectives relating to communities, regeneration, attracting investment, climate change, in addition to operating major venues. Landscapes develop over time and planting in the public realm requires nurturing to achieve its full potential in terms of carbon sequestration, urban cooling, water management, and biodiversity. Appropriate and timely management of the open spaces is vital to them delivering these multiple benefits and this needs to be a consideration from the outset of a project through all work stages.

Existing record drawings and survey information should be collated by the Project Lead at project inception. The Design Lead can assist with scoping additional surveys and information required and advise on when the information is required throughout the project. LLDC's role as an estate manager with a long-term hold means it is critical that the Project Lead maintains clear and accurate records in the correct format, from what has been surveyed to what has been built. These should be added to the GIS. This will enable us to perform our statutory duty, for example for Higher-Risk Buildings, and will facilitate access to relevant drawings, information, and surveys for future projects.

Learning from our Built Projects

We are committed to the importance of learning from built projects via Post Occupancy Evaluation (POE) so that we can understand what has worked and what could be improved in future. This is a requirement. For POE on residential developments, LLDC's has established a standardised methodology.

An appropriate level of POE should also be undertaken for non-residential projects, depending on the scale and nature of the project.

Procurement

To deliver high-quality places we need to procure the right partners.

In LLDC-led procurement, (of consultant teams, development partners, contractors, or operators, with any potential for new or amended physical infrastructure), the Design Lead will input on the brief, scope, and deliverables, and on the relevant evaluation criteria and evaluating the tenders from selection questionnaire (SQ) through to contract negotiation and agreement.

For consultant team procurement, the Design Lead, alongside LLDC's procurement team, will advise on a procurement strategy appropriate to the nature and scale of the project.

The selection of the appropriate procurement route and contract for construction works should be discussed with the Design Lead in terms of how it enables the delivery of quality outcomes, alongside time, cost, and risk.

The Project Lead should engage with the Design Lead and wider team to develop evaluation criteria for design quality - including inclusive design and sustainability, as well as engagement and employment and skills, unless expressly agreed with the Head of Design or Head of Landscape and Public Realm. Our requirements when we are evaluating partners are set out in 2.2 Working in Partnership and these are a minimum. This section also includes direction and requirements for partners when they are leading the procurement process, rather than LLDC.

The quality of submissions is fundamental to us, and our usual weighting will be 70:30 quality:price, based on GLA Guidance on Design Procurement, although the exact ratio will be determined on case by case basis and will be discussed with the LLDC procurement team.

Stage	Procurement activity requiring input from Design Lead(s)	Design Consultant	Developer	Contractor	Operator
Preparation	Undertake soft market testing or early market engagement.		✓	✓	*
	Agree contract type appropriate to project.			✓	
	Agree procurement route appropriate to project.	✓		✓	
	Define budgets and programmes related to design for benchmarking purposes.	✓	✓	✓	*
	Define design quality evaluation criteria including for priority themes - at a minimum make reference to Design Quality Policy section 2.2.	✓	✓	✓	✓
	Agree evaluation criteria weightings.	✓	✓	✓	✓
	Agree whether to include presentation stage as part of procurement process.	✓			
Tender Documentation	Include priority themes and design requirements (including policy documents).	✓	✓	✓	✓
	Include project brief (including Objectives and Vision and Minimum Requirements) or project information.	✓	✓	✓	*
	Include requirement for reporting against design quality metrics (including relevant checklists / conformance reports).	✓	✓	✓	*
	Set out key design consultancy services required for project.	✓	✓	✓	
	Include scope of works, deliverables, programme and budget.	✓			
	Include key scope of works and requirements (deliverables) for design gateways.		✓		
Procurement & Contract Launch	Undertake bidder briefing session and / or site visit.	✓	✓	✓	*
	Undertake Bidder Clarifications.	✓	✓	✓	✓
	Evaluation of tenders at both SQ and ITT stages, including any presentation stage.	✓	✓	✓	✓
	Undertake Evaluator Clarifications.	✓	✓	✓	✓
	Hold project kick-off meeting including detailed briefing with input from LLDC team. Ensure that Priority Themes and design requirements (including policy documents) are presented.	✓	✓	✓	✓

RIBA Stage		0. Strategic Definition	1. Preparation & Brief
Activity		Defining Requirements	
Culture & People	Governance & reporting	Map internal stakeholders (Project Board)	Hold Project Board meeting with design lead(s) in attendance to sign off workstage
	Resourcing & internal expertise	Identify project design lead, sustainability lead, inclusive design lead, gender equity lead and engagement lead	
	Stakeholder management & community participation	Agree with engagement lead and design lead(s) appropriate level of engagement activity per project stage	Undertake engagement activities as agreed for project stage and ensure engagement findings are feeding back into brief
Project Development	Vision, objectives and reporting metrics	Project Board to define objectives and vision including on Priority Themes	Review brief against objectives and vision
		Project Board to agree reporting metrics	Project Board to agree targets for reporting metrics
	Site Visits	Undertake site visit with key stakeholders including design lead(s)	
	Training / precedent visits	Undertake desktop precedent review and relevant visits	
	Design Scrutiny	Agree with design lead(s) appropriate level of design review per project stage	Undertake design review(s) as agreed for project stage
	Learning from our built projects	Review lessons learned and POE from relevant previous projects at each stage	
		Scope appropriate level of Post Occupancy Evaluation for project	
	Estate and Assets Management	Gather and analyse user feedback on existing management and maintenance practices. Assess how management requirements will affect service charges. Involve operators early to align designs with maintenance plans.	
		Review existing record drawings and survey information at each stage, scope and undertake additional surveys with input from design lead(s)	
	Procurement	Consultant Team (design services) Procurement can take place during any of the RIBA work stages, depending on the nature of services required. Design lead(s) to input into strategy and timing for design services procurement	
		Development Partner Procurement can happen between RIBA Stage 1-3, depending on developer procurement strategy.	

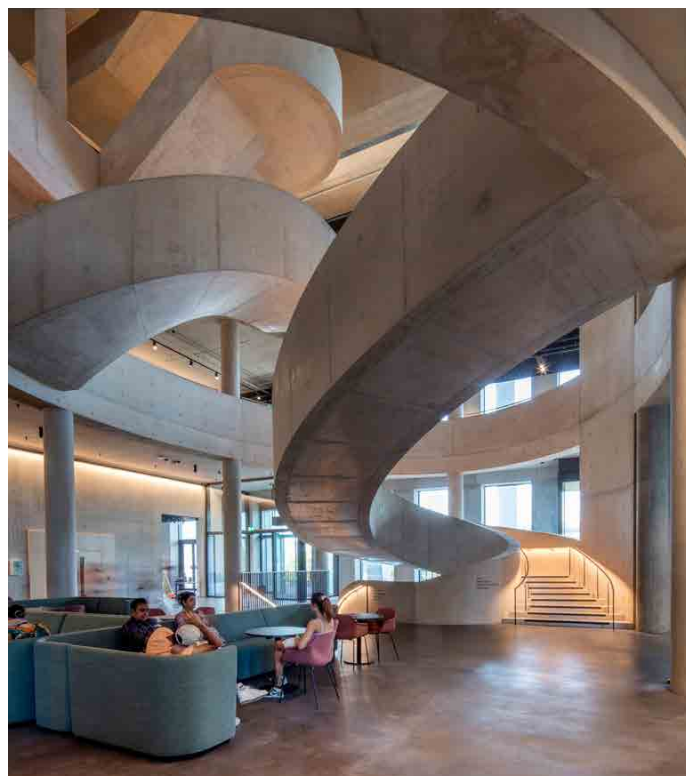
2. Concept Design	3. Developed Design	4. Technical Design	5. Construction	6. Handover and Close Out	7. In use
Design			Delivery		Occupation
Hold Project Board meeting with design lead(s) in attendance to sign off workstages (and Planning Application when relevant)			Hold Project Board meeting with design lead(s) in attendance to sign off workstages		Hold Project Board meeting with design lead(s) in attendance to sign off workstage
Undertake engagement activities as agreed for project stages and ensure engagement findings are feeding back into design			Undertake engagement activities as agreed for project stages		Undertake engagement activities as agreed for project stage
Review design against objectives and vision at agreed stages and report to Project Board			Review delivery against objectives and vision at agreed stages and report to Project Board		Review delivery against objectives and vision and report to Project Board
Report and track metrics at each project stage, explaining any derogations, and report to Project Board			Report and track metrics, explaining any derogations, and report to Project Board	Report and track metrics and report to Project Board	Report and track metrics and report to Project Board
Undertake site visit with key stakeholders including design lead(s)			Undertake periodic construction site visits with key stakeholders including design lead(s) and write up reports	Undertake visit upon completion with key stakeholders including design lead(s) and write up report	Undertake visit within year of occupation with key stakeholders including design lead(s) and write up report
Undertake desktop precedent review and relevant visits					
Undertake design review(s) as agreed for project stages			Undertake design/construction review(s) as agreed for project stage		Undertake design review(s) as agreed for project stage
Undertake lessons learned from previous workstage and review lessons learned and POE from relevant previous projects at each stage			Undertake lessons learned from previous workstage and review lessons learned and POE from relevant previous projects at each stage		Undertake lessons learned with Project Board, consultant team and/or contractor and/or developer and report to wider organisation
Ensure requirements of POE are reviewed at each stage and captured in design development					Undertake Post Occupancy Evaluation
Review and revise proposals against management and maintenance requirements, including continued engagement with operators or those who will manage the place			Undertake or delegate quality control inspections, final inspections and testing. Identify and rectify defects promptly to prevent long-term maintenance issues.	Ensure receipt and filing of as-built drawings, Operation & Maintenance Manuals and training to enable staff to use the building effectively	Use post occupancy feedback to make improvements in future maintenance practices
Review existing record drawings and survey information at each stage, scope and undertake additional surveys with input from design lead(s)					
Contractor Procurement can happen between RIBA Stage 2-4, depending on the contractor procurement strategy. Design lead(s) to input into contractor procurement strategy.					
					Operator Procurement depending on the operator and type of asset, this can happen at any RIBA stage.



Stratford Waterfront

A new cultural and educational district designed to create a vibrant hub for creativity, innovation and learning and which aims to be a world-class destination. The iconic institutions of V&A East, Sadler's Wells East, BBC Music Studios, and the London College of Fashion, UAL are located here and will be complimented with 700 new homes. The residential buildings are high rise and high density responding to their central location and designed to complement the cultural institutions. The site's limited space and complex verticality has resulted in an extraordinary public realm. Art, multifunctional performance spaces, wind mitigation and a terraced landscape all work together to create a welcoming environment which links at multiple levels to encourage interaction between the institutions, the community and neighbours.

LLDC's role on the project has been as curator of the whole and of the individual parts. A hybrid application secured the project's intention and ambition at both outline and detailed levels. The cultural and educational buildings have been directly delivered by LLDC, ensuring the highest level of quality throughout, from drafting the initial brief, to working closely with the contractors and testing large scale mock-ups, to completion and handover. We procured a multi award winning consultant team for all stages, and Arquitectura's involvement demonstrates LLDC's commitment to ensure smaller practices are involved in large scale projects. Partnership working through a joint venture with a private sector developer will deliver the four residential towers and their associated public realm, with LLDC inputting into the joint venture's working processes and design scrutiny throughout all stages.



Stratford Waterfront Public Art

Public art commissions have been delivered in phases throughout the project, commissioned jointly with the East Bank Partners in a collaborative, transparent and curated process, with advice from the GLA and an independent curator guiding the process. The three commissions are low-fi, cost effective, but impactful. The largest of the three pieces is Lubna Chowdhury's 'Temporal Trace' is an innovative use of micro-concrete in the main square. Inspired by the Kolam rice patterns found in South Asian thresholds to homes and civic buildings, the piece brings femininity to the space that is used for cultural programming and events.

Top left: Stratford Waterfront Residential.

Courtesy of Howells and O'Donnell & Tuomey

Bottom left: Stratford Waterfront cultural buildings.

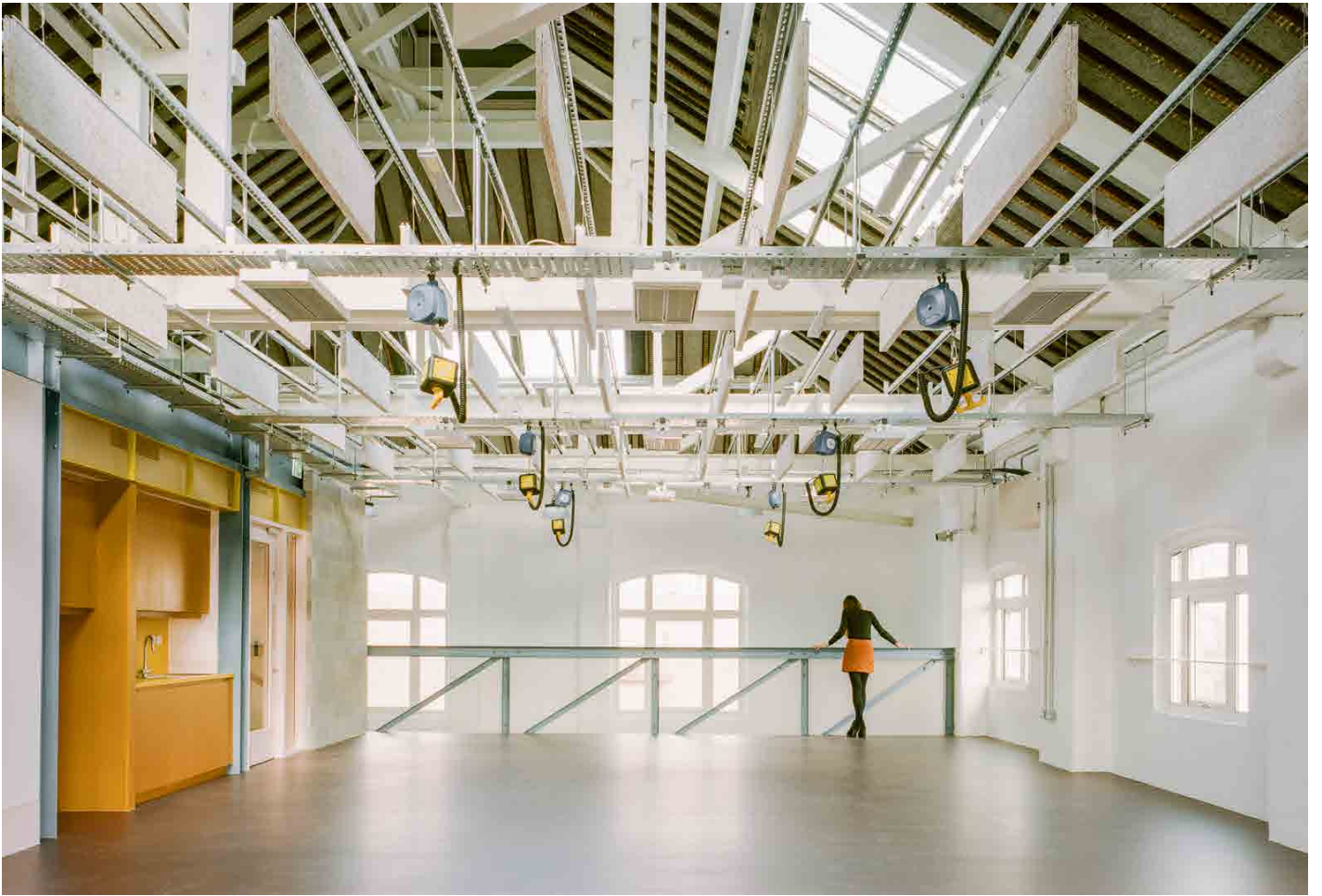
Courtesy of Queen Elizabeth Olympic Park

© Morley Von Stenberg

Top right: London College of Fashion, UAL. Courtesy of Queen Elizabeth Olympic Park © Morley Von Stenberg

Middle right: Temporal Trace, Lubna Chowdhury.

© Theierry Ball





3 Mills Studios

Working with the operators of 3 Mills Studios, LLDC has brought disused and under-used buildings set within an industrial, heritage landscape, back into use as new lettable spaces, improving their environmental performance, climate resilience and economic viability.

This project encompasses the adaptive and creative reuse of three key buildings. The locally listed Gin Still has had an addition of two floors, new window openings to let in more light and improved fabric performance, creating workshops and flexible workspace for the film industry. The Grade II listed Custom House, severely deteriorating from high-tide flooding, has been brought back into use as flexible workspaces, with innovative interior design and a flood defence system that improve the climate resilience of a significant heritage asset. The 60-seat Screening Room in Rush House has been completely renovated to bring it up to film-industry standards, for use by production teams and the local community.

The consultant team were appointed using the GLA's Architecture and Urbanism framework; our mini-competition process encouraged architects to collaborate with emerging and/or underrepresented-led practices. The architects were retained from inception through to completion and Post Occupancy Evaluation. This was LLDC's first POE for a non-residential project. Feedback from the operator is that, more than simply bringing a disused space back into use, the quality of the retrofit of the Gin Still at 3 Mills Studios has created a flagship space for productions.

Top left: Gin Still

Top right: Gin Still

Bottom left: Custom House

Bottom right: Screening Room in Rush House.

All images courtesy of Gort Scott, © Lorenzo Zandri

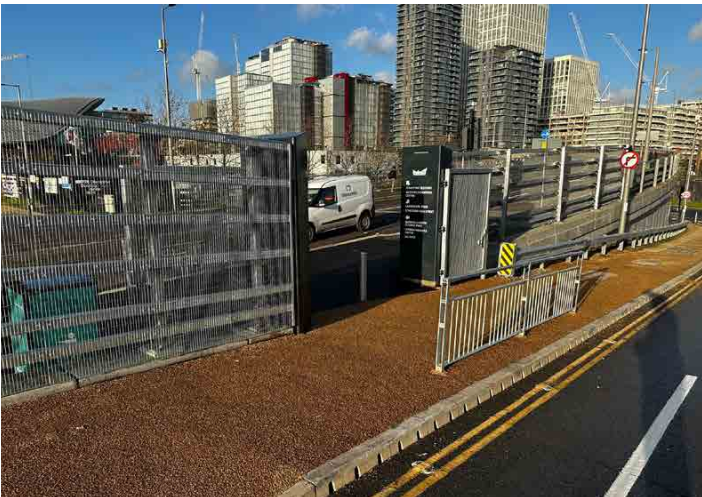
'Connecting People to Opportunity'

Portfolio Approach to Public Realm Design



Engagement: Perfect flower

The Perfect Flower exhibition is the culmination of a consultation exercise around Marshgate Lane underpasses and ramps to the Greenway in the Pudding Mill Lane Area. What If (architects) were commissioned to research perceptions of the area and focused on LGBTQ+ young people who gave their response to the spaces and routes to inform the future design. The nature inspired response, positioning humans alongside plant life, focuses on the interconnectedness between humans, plants, and animals.



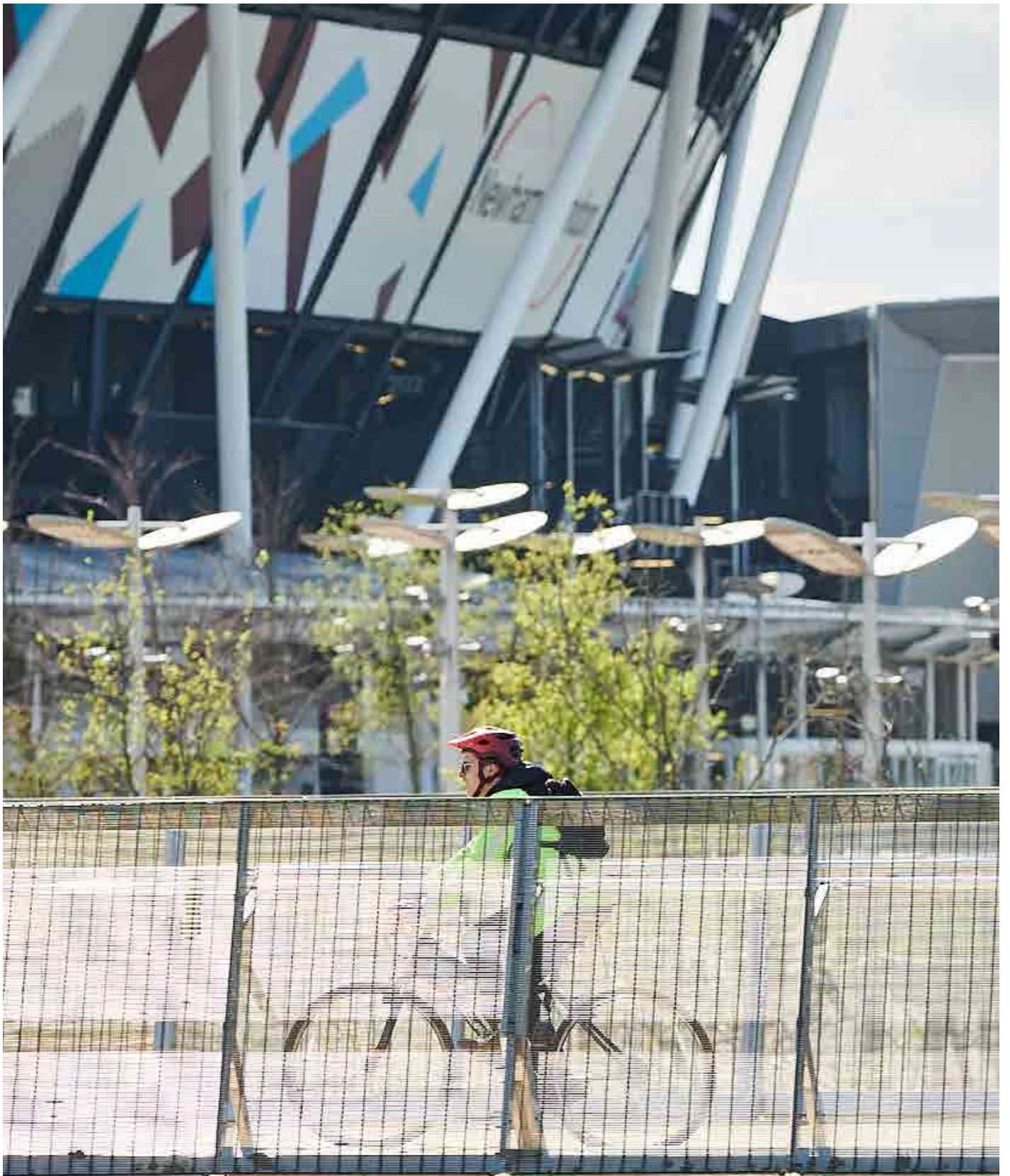
Strategic Interventions: Sidings intersection

Located at the point of inflection where two inclined roads did not originally meet, it was possible to create a pedestrian cycling connection between them. This small but strategic intervention has improved connectivity and legibility of this area which allows people to make choices on their journey from Stratford Station to the UCL campus. This link allows people to continue their journey without taking an extended route which is may not feel safe nor be easy to navigate.



Inclusive Design Features: Stratford Walk

Stratford Walk is the busiest entrance to the Park and has been redesigned to make a more welcoming entrance to the parklands, by bringing trees and planting towards Westfield Avenue and Stratford Station. Inclusive design features such as wheelchair niches can be inhabited by groups of people, shallow ramps allow buggies and wheelchairs to access the lawn areas and trees are in planters with generous edges for sitting and lounging. The planters are raised to the height of crowd barrier so that the area can operate successfully during large crowd movements. Much of the design aims to deal with public realm management and maintenance in a way that reduces clutter, improves access to nature, and operates smoothly.





Part 3

**Delivering
generous homes**

3.1 LLDC's Housing Space Standards

We are committed to delivering exemplar homes and neighbourhoods which match the level of design ambition set at Games-time and engrained in the creation of Queen Elizabeth Olympic Park. We believe that good design is partly demonstrated by an understanding of how spaces should be used. As such we believe in exceeding minimum space standards to create generous, flexible, well-planned homes, which encourage residents to stay in the area and build their lives in and around the Park. As such all homes should:

- Have a minimum area (GIA) of 5% larger than the Nationally Described Space Standards with any uplift going into habitable rooms and storage, creating opportunities for households to grow, and helping to reducing local population churn. The table below includes the most common home sizes.
- Meet the minimum areas for outdoor private amenity set out in the table below to provide adequate outdoor space for families to live comfortably at density.
- Achieve a minimum ceiling height of 2.7m to all ground floors of apartment buildings, and a minimum of 2.6m to all townhouses. Achieve a minimum ceiling height of 2.6m to all habitable rooms on upper floors, creating healthier homes with better light penetration and ventilation.

While housing standards are important, they are not our sole focus. We encourage partners and consultant teams to explore how residents and communities live, their evolving needs, and how design can address these challenges at various scales, from masterplans and landscapes to housing blocks and individual homes. At masterplan scale, we aim to successfully address the challenges of achieving Urban Greening Factor, Biodiversity Net Gain, play for all ages and effective ground floor uses in high density housing. At the scale of the home, we are particularly interested in innovative typologies, first started with the multi-generational home at Chobham Manor, to prototype and test new and improved solutions.

Further requirements for our residential developments will be contained within project briefs and reporting metrics for individual schemes.

Numbers of floors	Dwelling Type* (Bedroom / People)	Nationally Described Space Standrad (m ²)	Minimum GIA (m ²)	Minimum Private Outdoor Amenity** (m ²)
Homes over 1 floor	1B1P	39	39	5
	1B2P	50	52.5	5
	2B3P	61	64	6
	2B4P	70	73.5	8
	3B5P	86	90.5	6
	3B6P	95	100	10
	4B6P	99	105	10
Homes over 2 floor	2B4P	58	87	8
	3B5P	70	101	9
	3B6P	79	108	10
	4B6P	106	112.5	10
Homes over 3 floor	3B5P	99	107	9
	3B6P	108	114.5	10
	4B6P	112	118	10

* The table is based on common housing, if novel typologies are proposed these should meet the intended outcomes above. New typologies and their space standards will require agreement with LLDC.

** The table includes the most common home sizes, for larger homes: 8sqm for four bedspaces and an additional 1sqm for every additional bedspace.





Top left: Chobham Manor, Courtesy of PRP
© Richard Chivers

Left: Aerial view, courtesy of / © Kilian O'Sullivan

Top: Homes on the green spine, Courtesy of / © PRP

Middle and bottom: Multi-generational house, Courtesy of PRP, © Richard Chivers

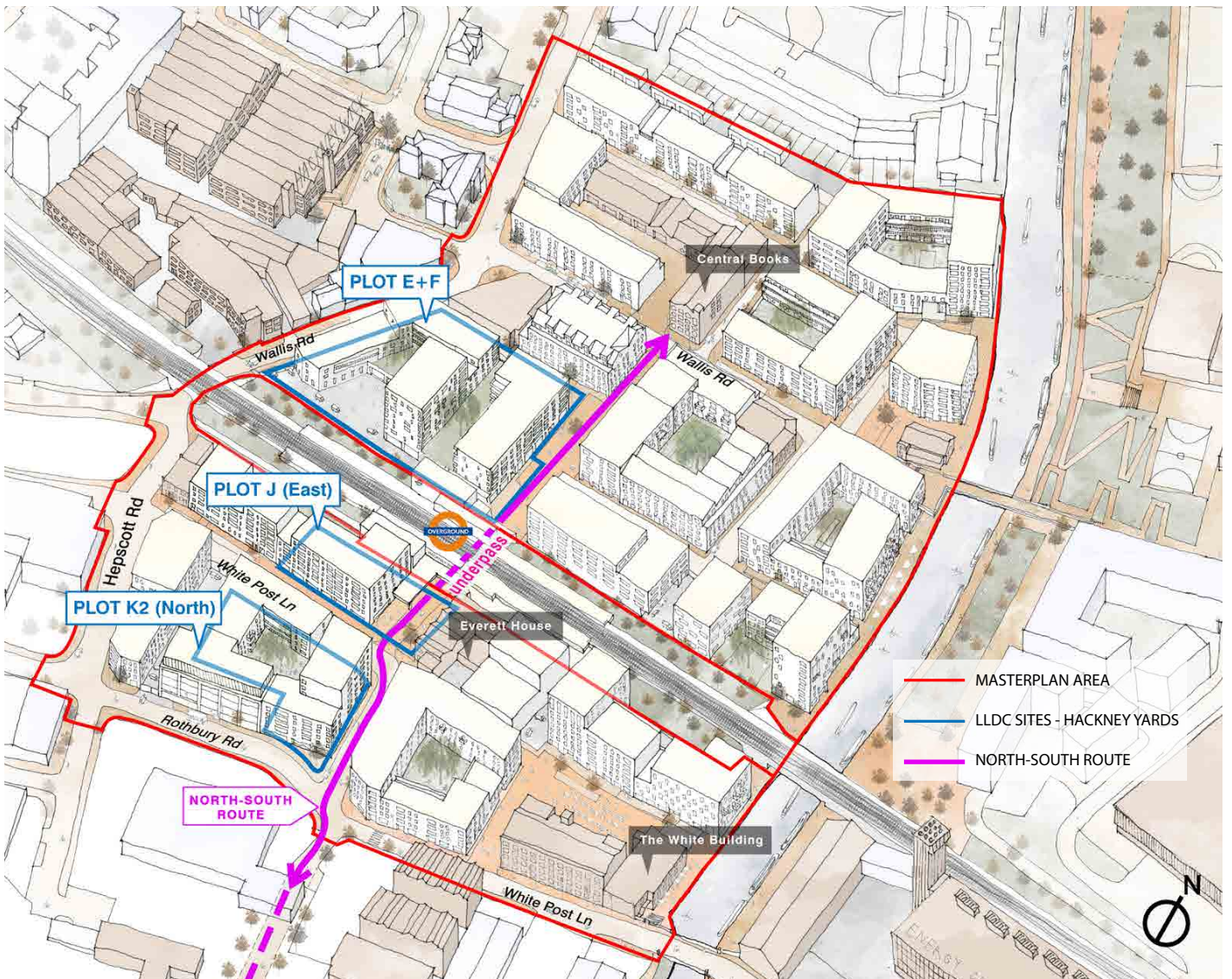
Chobham Manor

Chobham Manor is the first neighbourhood delivered as part of the Olympic and Paralympic Legacy, comprising 880 homes, a nursery, community centre and shops to serve a new community and has become an exemplar of the Legacy, winning multiple awards. Designed to be a family neighbourhood, fundamental to the design is the concept that 'everyone lives by the green'. Built on tried and tested urban design principles borrowing from the London vernacular, it is developed around three shared 'greens' that incorporate play with a wide choice of houses and apartments set within tree-lined avenues and intimate streets connected to the parklands.

Chobham Manor offers 13 different housing typologies, providing both a real choice in terms of housing options and allows for a varied neighbourhood in terms of architecture, built form and outdoor space. Many of the homes are oversized, and this extra space is valued by residents, who appreciate the adaptability and flexibility provided (such as being able to use space as a playroom, for grandparents, etc). LLDC's Design Quality Policy was subsequently updated to specify that all homes must be 5% larger than England's Nationally Described Space Standard.

Different ways of living have been tested at Chobham Manor, with the development of the multi-generational house, consisting of a main 3-bedroom house, a shared courtyard and a 1-bedroom annexe designed to accommodate changing family needs.

LLDC led a procurement to select a developer and consultant team that could deliver against the vision and collaborated with them through all design stages. The masterplan was landscape-led with a small practice working alongside a more established masterplanner and landscape architect, and several award-winning architects designing the plots. A comprehensive POE on all phases has been completed, helping to establish a standardised methodology for POE across all LLDC residential projects.



Hackney Wick Central

LLDC led a comprehensive approach to masterplanning one of the most complex areas within its control, using both planning and landowner powers to plan collaboratively for an area comprising 1.5 hectares, over 35 individual landowners, two London boroughs and significant physical and viability constraints. The resultant Hackney Wick Central masterplan, which was adopted as an SPD, focuses on the local heritage; access and connectivity ambitions; and providing affordable creative workspace to retain businesses in the local area. It seeds a new neighbourhood centre around an upgraded overground station. It builds on the site's physical, cultural and social strengths, ensuring it serves the needs of a diverse range of communities far beyond the site boundary.

The Hackney Yards development sits across three sites at the centre of the masterplan on land owned by LLDC, around Hackney Wick station, delivered early to provide the necessary transport upgrades. It delivers 190 affordable homes and affordable and creative workspace in medium rise buildings with a sensitive approach to materiality. Play and landscape is delivered across roof tops within a tightly constrained public realm that fits with the urban grain and 'place of yards' post-industrial context. The Hackney Yards landscape was designed to follow the HW history of use, where people have appropriated the space with planters and seating areas - a longer term organic process that requires a catalyst. Our procurement process for Hackney Yards set out how we wanted to work with our developer partner through all stages with a Design Quality Management Protocol. We also asked developers to come forward with diverse teams including emerging practices, and the design team comprised a masterplan architect and three other practices. The lead architect has been retained as a design guardian through construction.



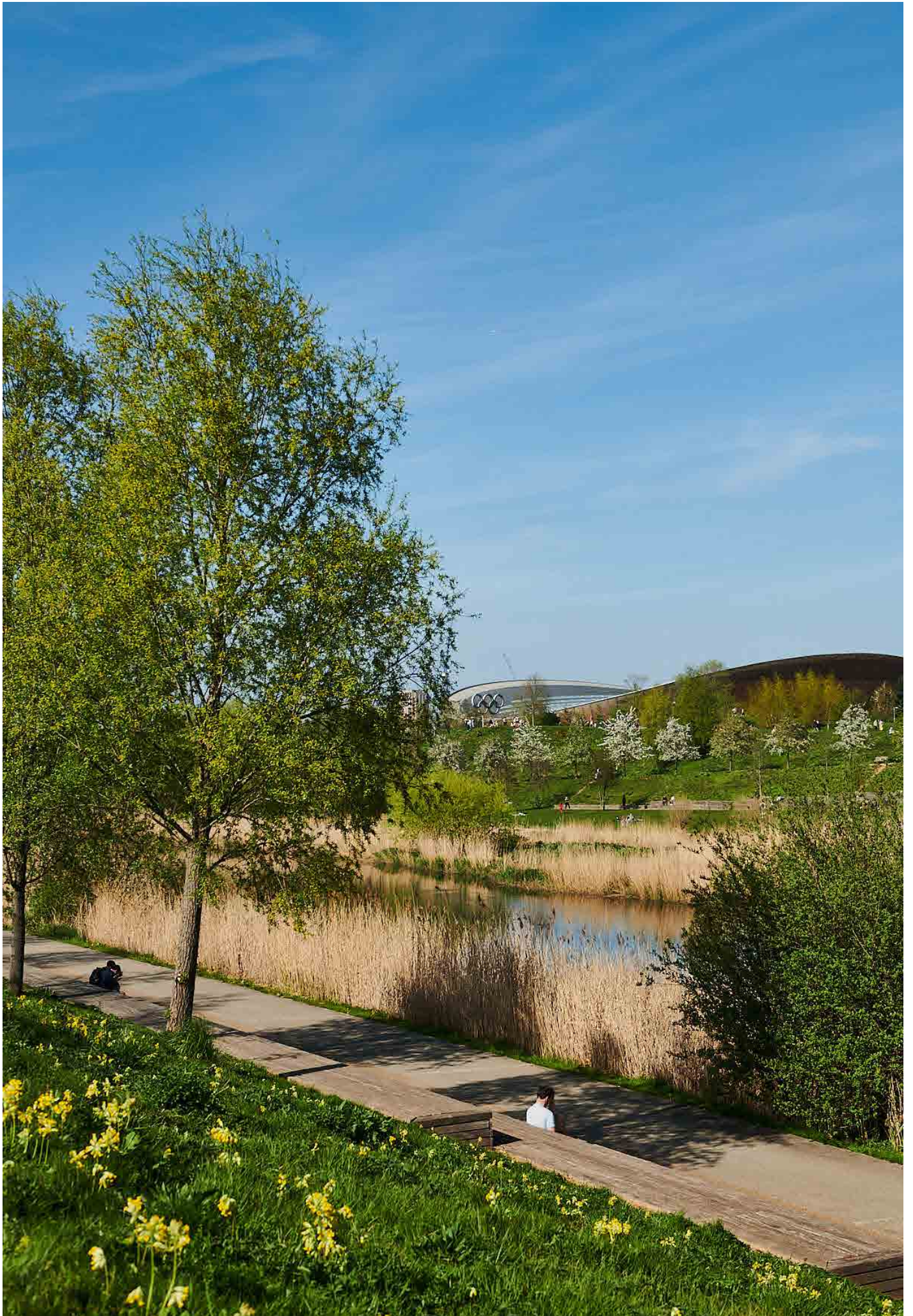
Hackney Wick Station

Hackney Wick station design is unlike any other on the Overground network. It has unlocked connectivity in the area, crossing two boroughs and enabling inclusive access into and around the station. The integrated underpass physically links communities on either side of the raised railway and forming more direct, generous pedestrian and cycle connections. The design draws inspiration from the area's lost industries and the weeping willow trees that are part of its Canalside setting, using textures, lights and colour and carefully detailed concrete surfaces to reinforce its unique, gritty character where nature finds a hold, in an area undergoing substantial change.

Top left and top centre: Hackney Yards, courtesy of Hawkins\Brown, Devendrahl Martin Architects and Studio Weave

Bottom left: Hackney Wick Central Masterplan, courtesy of Karakusevic Carson Architects and Witherford Watson Mann

Top right: Hackney Station, courtesy of Landolt + Brown





Appendices

Glossary

Action Plan

A detailed, operational document that translates strategies or policies into specific actions, timelines, and responsibilities. It identifies how goals will be achieved, including key steps, deliverables, and monitoring processes.

Biodiversity Action Plan (BAP)

Describes the biological resources of an area and provides detailed plans for conservation of these, with action plans for the most threatened species and habitats (Source: Joint Nature Conservation Committee)

Blue Infrastructure (BI)

A network of water bodies and water management systems in urban and rural areas that provide multiple environmental, social, and economic benefits (Source: European Commission)

Build East

Developed by a sector-leading provider in partnership with LLDC and TFL, this is a purpose-built construction training centre of excellence. An opportunity to address the industry's current and future skills gaps at scale, it provides opportunities from across the Park and beyond, ensuring the sub-region benefits from fit-for-purpose training infrastructure for the long term. The centre delivers training in green skills that have been prioritised by the Mayor of London, including employer-shaped programmes that will service vacancies emerging from the Park's construction programme.

Built Environment Access Panel

An LLDC-supported independent advisory panel made up of disabled and non-disabled people, all with vast lived experience and knowledge of inclusive design in the built environment. LLDC schemes should go before the BEAP, which is also available to review strategic schemes throughout London.

Co-design

A design methodology that uses creative and participatory approaches with the aim of sharing knowledge and power in the design process (Beyond Sticky Notes)

Community Anchors Network (CAN)

The CAN at Queen Elizabeth Olympic Park is made up of local community organisations operating and adding benefit to communities within a one-mile radius of the Park. It creates a stronger shared voice for grassroots

community and voluntary organisations, building capacity and leadership to provide more equitable ways of working with the community on and around the Park. Importantly plays a role in enabling Park institutions and businesses and community organisations to connect, collaborate and co-design together to achieve deeper and more sustainable impact.

Climate resilience

The ability to anticipate, prepare for and respond to hazardous events, trends or disturbances related to climate.

Design Quality & Sustainability Management Protocol (DQSMP)

A detailed and project specific version of the Quality Management Strategy required for larger development projects, setting out processes and outputs required at each RIBA stage.

Design Guardian

A role dedicated to preserving and championing the original design vision throughout a project's lifecycle. This role involves ensuring that the design intent and associated performance criteria remains central and is not compromised post planning, particularly during the construction and implementation phases. Design Guardians act as advocates for the client's vision, maintaining alignment with the project's strategic goals, and if relevant, their business case. Design Guardians can be appointed to advise on architecture, landscape, and engineering disciplines.

Design Lead

This LLDC project role is a member of LLDC's Design Team; they are the main point of contact for design on a project and will coordinate. Depending on the nature of the project, the Design Lead may have architecture, urban design or landscape design expertise but will draw on other expertise within the Design Team as necessary. Working with the wider project team and stakeholders, their role is to steer LLDC-led schemes, advising on how individual projects can meet LLDC's design requirements and priority themes in the round.

East Education

An LLDC-led programme linking local young people, teachers and parents to the exciting institutions, university and sectors unique to the Park, offering access to creative, digital, design and built environment careers and pathways. It aims to provide young people with transferable employment skills needed for future jobs in any industry, as well as provide a space for wider discussions around careers, wellbeing and work culture.

Elevate

This is LLDC's youth programme, designed for young people, by young people. It is made up of a collective of young people who use their unique lived experience to drive innovation, shape change and elevate futures. Over the last 10 years Elevate has involved over 3,000 young people of east London, through projects such as Legacy Youth Board, Youth Voice, Future Me, Future Youth, East Summer School and East Careers week. Its aim is to involve, connect and inspire young people of east London to the opportunities on the Park.

Engagement Lead

This LLDC project role champions meaningful community engagement. They need not necessarily be a member of LLDC's Design Team but should be sufficiently integrated into the project team to input on levels and methods of community engagement throughout the project.

The Estate

This constitutes assets owned, managed or operated by LLDC, within and outside of Queen Elizabeth Olympic Park.

Fixed Estate Charge (FEC)

This contributes to the development and on-going maintenance costs of Queen Elizabeth Olympic Park. The charge applies to residential (tenants/householders), community and commercial occupiers on land which LLDC owns/lets within the LLDC Mayoral Development Boundary.

FEC Boundary

see 'the Great Estate'

Gender Equity Lead

This LLDC project role need not necessarily be a member of LLDC's Design Team but should be sufficiently integrated into the project team to promote a gender informed design approach, help shape participatory engagement and ensure that women and girls are considered, and their needs integrated, at every step of the project.

Good Growth Hub (GGH)

GGH, delivered in partnership with LLDC, is a creative careers hub for east Londoners aged 18-30 to access training, advice, information, networks and paid opportunities in and around the Park. It connects businesses with local diverse talent and provides inclusive employment support for businesses looking to adopt fair and inclusive employment practises and workplace cultures. The GGH delivers NTFL programmes, STEP, Freelance Exchange, Creative and Cultural Opportunities Programme alongside providing support for local young people looking to access East Bank apprenticeships.

The Great Estate

This is the area within the LLDC Mayoral Development Corporation boundary and constitutes the Great Estate. The boundary encompasses parklands and venues managed by LLDC; along with Here East, East Bank and the residential neighbourhoods of Chobham Manor, East Wick and Sweetwater, Stratford Waterfront, Pudding Mill Lane and Bridgewater. The Fixed Estate Charge applies to residential (tenants/householders), community and commercial occupiers on land which LLDC owns/lets within this boundary.

Green Infrastructure

A strategically planned network of natural and semi-natural areas with other environmental features, designed and managed to deliver a wide range of ecosystem services, while also enhancing biodiversity (Source: European Commission)

Guidance

This refers to recommendations or advice issued by an organisation to assist stakeholders in interpreting and implementing policies, strategies, or standards. It is typically non-binding but provides clarity on best practice and approaches to achieving compliance or desired outcomes.

Inclusive Design Lead

This LLDC role, usually the Inclusive Design Principal, champions inclusive design, shapes LLDC-led schemes, advises on how individual projects can meet the Inclusive Design Standards and is responsible for their implementation.

Landscape-led

A masterplan approach in which development is first and foremost informed by an understanding of the characteristics unique to its specific location, its local landscape character, including natural factors and human influences. A vision and masterplan that works with, rather than against, these factors will make development more resilient to a changing climate. Layout, form, open spaces, architecture and choice of materials should reflect landscape context and help create a distinctive character and a sense of identity for new communities. (Source: Landscape Institute).

Lee Valley Regional Park Authority (LVRPA)

The statutory body that owns and is responsible for managing the Lee Valley Velo Park and Lee Valley Hockey and Tennis Centre in Queen Elizabeth Olympic Park.

LLDC Mayoral Development Boundary

see 'the Great Estate'

Natural capital

This refers to the stock of natural resources, which includes geology, soils, air, water and all living organisms.

Net zero emissions

This means that any carbon emissions we create are balanced (cancelled out) by taking the same amount out of the atmosphere. We'll reach net zero when the amount of carbon emissions we add is no more than the amount taken away. (Source: CITB)

Network of Expertise in Design Delivery (NEDD)

This is a specific forum for GLA organisations delivering housing development on their land, related to design and sustainability issues.

the Park

See 'Queen Elizabeth Olympic Park'

Parklands

This constitutes the boundary of the public park of Queen Elizabeth Olympic Park; it is defined principally by the North Park, South Park, Canal Park, Lee Valley Velo Park and Hockey and Tennis Centre.

Placemaking

This is a collaborative process that transforms spaces into vibrant, functional and attractive places that people want to live, work and visit. It involves considering the physical, cultural, and social identities that define a place and support its ongoing evolution. Key aspects include, engagement to ensure local communities are involved and the planning and development process meets their needs and aspirations; creating spaces that are functional, accessible and aesthetically pleasing; uncovering cultural and social identities to reflect the unique characteristics and heritage of an area to foster a sense of belonging and pride; and ensuring the resultant developments are sustainable and resilient. (Sources: Homes England; Project for Public Spaces)

Policy

A formal statement of an organisations principles and objectives on a specific issue. It outlines the stance or position of the authority and serves as a framework for decision-making. Policies often have legal or regulatory implications.

Project Board

This is a key governance body responsible for the overall direction and management of a project. Its main responsibilities being accountable for success or failure of the project, providing unified direction and support to the Project Lead, authorising resources and funds and

ensuring effective communication within the project team and external stakeholders.

Project Lead

This role is responsible for managing the project on a day-to-day basis on behalf of the Project Board. This involves planning and monitoring to ensure the project stays on track; managing risks and issues and implementing strategies to mitigate them; liaising with stakeholders to ensure key parties are informed and aligned; ensuring the project's deliverables meet the required standards and specifications; and managing resources effectively to ensure the project is completed on time and within budget.

Quality Management Strategy

This has a specific meaning in terms of this policy and should not be confused with its definition within other project management methodologies. Here, this covers LLDC's key processes and outputs expected during project set up, delivery, close-out and operation of built and natural environment projects, focussing on high-quality design.

Queen Elizabeth Olympic Park (the Park)

This boundary encompasses the Queen Elizabeth Olympic Park parklands (including areas owned and managed by LVRPA) and venues, along with East Bank, and the residential neighbourhoods of Chobham Manor, East Wick and Sweetwater, Stratford Waterfront, Pudding Mill Lane and Bridgewater.

Scope 3 emissions

These are greenhouse gas emissions that are a consequence of your actions, which occur at sources which you do not own or control and which are not classed as scope 2 emissions. Examples of scope 3 emissions are business travel by means not owned or controlled by your organisation, waste disposal which is not owned or controlled, or purchased materials.

Standards

Specific technical or measurable criteria set by an organisation to ensure consistency and quality in the implementation of policies or strategies. They often define minimum or aspirational benchmarks.

Strategy

A high-level, long-term plan that sets out an organisation's overarching vision, priorities, and goals for a particular sector or theme. Strategies outline the "what" and "why" of achieving desired outcomes, often detailing the broader context and intended impacts.

Sustainability Lead

This LLDC role (from LLDC's Sustainability Team) ensures the project aligns with the Climate Action Strategy. This function includes supporting Project Leads and Design Leads in defining and applying appropriate sustainability standards (supported by key performance indicators) for the project, and collating project data via Project Leads to demonstrate progress against those standards - through all project stages.

The Wider Estate

see 'the Estate'

Project Reference Map



Case study information

East Wick and Sweetwater

Details

East Wick Masterplan:

- 1087 homes (30% 3b+); nursery, retail and employment space; 2ha multifunctional open space including a park

Sweetwater Masterplan:

- 772 homes (30% 3b+); nursery, community centre, library, health centre, retail and employment space; over 2ha publicly accessible open space

East Wick Phase 1:

- 302 homes and 1915sqm retail and 352sqm employment space; 410sqm nursery,
- Development Management Agreement
- Phase 1 complete 2021, Phase 2 complete 2026

Hackney Bridge:

- 2, 630 sqm temporary retail, employment and event spaces
- Interim use until 2032
- Complete 2020

Build East:

- Temporary construction skills education, welfare and administration facilities
- Interim use until 2028
- Complete 2021

Teams

East Wick masterplan: Sheppard Robson and Studio Egret West (masterplanners); Fabrik (landscape architects); LLDC (landowner and joint applicant); East Wick and Sweetwater Projects (EW+S), a joint venture between Places for People and Balfour Beatty Investments (Developer)

Sweetwater masterplan: Studio Egret West (masterplanners); Land Use Consultants (landscape architects); LLDC (landowner and joint applicant); EW+S (Developer)

East Wick Phase 1: Sheppard Robson (masterplanners), Studio Egret West, Piercy & Co and A Studio (plot architects); Fabrik (landscape architects); LLDC (landowner); EW+S (Developer)

Waterden Green Space for Teenage Girls: Studio Gil (architect); Black Females in Architecture (engagement lead); Untitled Practice (landscape architect); LLDC and Elevate Youth Voice (client)

Hackney Bridge: Turner Works (architect); LLDC (landowner); Make Shift Community (original client and developer); Square Yard Ltd (sub-leaseholder and operator)

Build East: Atkins Realis (masterplanners); EBBA (architect); LLDC (landowner and funder); TfL (initial funder); Places for London (sub-leaseholder); The Skills Centre (operator)

Awards

East Wick Phase 1:

- 2022 What House? Awards – Best Regeneration Scheme – Silver
- 2022 What House? Awards – Best Mixed-use Development – Bronze

Hackney Bridge:

- 2022 Civic Trust Awards – Pro-Tem category – Winner
- 2021 New London Architecture (NLA) Awards – Workspace category – Winner

Waterden Green Space for Teenage Girls:

- 2024 Thornhill Education Trust – Inspire Future Generations Awards – Finalist

UCL East

Details

Masterplan:

- 180,000sqm higher education academic spaces, student accommodation, café and retail space

Marshgate:

- 35,000sqm higher education academic spaces
- Complete 2023

One Pool Street:

- 500 student rooms above 4,600sqm higher education academic spaces
- Complete 2022

City Mill Skate:

- Skate park
- Interim use until 2027
- Complete 2022

Teams

Outline planning permission: LDA Design (masterplanners / landscape architects); Nicholas Hare and Studio Weave (architects); LLDC (landowner); UCL (developer & leaseholder)

Marshgate: Stanton Williams (architect); Vogt (Landscape Architect); LLDC (landowner); UCL (developer & leaseholder)

One Pool Street: Lifschutz Davison Sandilands (architect); Vogt (Landscape Architect); LLDC (landowner); UCL (developer & leaseholder)

City Mill Skate: Betongpark (design and construction); UCL Culture at UCL (commissioning body); LLDC (landowner)

Awards

Marshgate:

- BREAAAM Excellent
- 2025 Royal Institute of British Architects (RIBA) London Awards - Shortlisted
- 2024 Building Magazine Awards - Project of the Year
- 2024 Architecture MasterPrize (AMP) – Educational Buildings category– Best of Best

One Pool Street:

- BREAAAM Excellent
- 2023 Architects' Journal Architecture Awards – Higher Education category – Shortlisted

Parklands

Details

- 102 hectares of parkland, 13,500+ trees, 6+ miles of rivers and canals, 2 playgrounds including award winning Tumbling Bay, facilities such as Timber Lodge).
- Complete for the 2012 Olympic and Paralympic Games, transformation to a public park complete 2013.

Team

EDAW Consortium (including EDAW, Allies and Morrison and Buro Happold), with Arup and WS Atkins (Design Team); LDA Design with Hargreaves Associates, with Sarah Price, Nigel Dunnett, James Hitchmough (Detailed design); J+L Gibbons (Canal Park design); ODA, OPDC and LLDC (Client)

Awards

- 2014-2024 Green Flag Award – Winner
- 2024 Brownfield Awards - Best Public Sector/ Not for Profit Brownfield Project - Shortlisted
- 2024 Brownfield Awards - Best Sustainable Brownfield

/ Urban Regeneration / Infrastructure Scheme – Shortlisted

- 2023 Landscape Institute Awards – Landscape Legacy Award – Finalist
- 2020 Landscape Institute Awards - Excellence in Landscape and Parks Management – Winner

Stratford Waterfront

Details

Cultural & Education:

- 72,899sqm cultural buildings for BBC, London College of Fashion (UAL), Sadlers Wells, V&A; 1.1 ha of public realm, pedestrian bridge
- Direct Delivery
- London College of Fashion complete 2023; Sadlers Wells complete 2025.

Residential:

- 700 homes; up to 2,200sqm commercial use / community facilities
- Joint Venture
- Planning (Reserved Matters Application) approved 2024

Team

Masterplan: Allies and Morrison, O'Donnell + Tuomey and Arquitectura (architects); LDA Design (landscape architects); LLDC (landowner and client/developer)

Cultural & Education: Allies and Morrison (architects London College of Fashion, BBC Music); O'Donnell + Tuomey (architects V&A East and Sadler's Wells East); Arquitectura (architects pedestrian and cycle bridge); LDA Design (landscape architects); LLDC (landowner and client/developer)

SWFT artwork: Lousie Trodden (Curator); A.A. Murakami, Michael Landy, Lubna Chowdhury (Artists); LLDC (landowner and client/developer)

Residential: Howells with O'Donnell + Tuomey (architects); LDA Design (landscape architects); LLDC (landowner); Stratford East London Partners (SELP), a joint venture between Ballymore and LLDC (developer)

Awards

London College of Fashion

- BREAAAM Outstanding
- 2025 RIBA (Royal Institute of British Architects) London Awards – Shortlisted
- 2022 Concrete Society Awards - Highly Commended

Masterplan

- All Cultural buildings BREAAAM Excellent
- 2019 Planning Awards - Stakeholder Engagement in Planning – Highly Commended

- 2019 New London Architecture (NLA) Awards – Public Spaces category – Shortlisted

Carpenters Land Bridge

- 2020 Chartered Institute of Highways & Transport (CIHT) Awards - Overall Winner
- 2020 Chartered Institute of Highways & Transport (CIHT) Awards - Fosroc Engineering Award

3 Mills Studios

Details

- Over 1,000 sqm of flexible workspace and education / community use (700sqm workspace, 230sqm flexible workspace / education use, 85sqm screening room)
- Direct Delivery
- Custom House complete 2022; Gin Still and Screening Room Complete 2023

Team

Gort Scott (architects Gin Still and Custom House); Freehaus (architects Screening Room); LLDC (client and landowner); Knight Frank (3 Mills Studios operator)

Awards

- 2025 RIBA (Royal Institute of British Architects) London Awards 2025 - Shortlisted
- 2024 The Pineapples - Creative Retrofit – Winner
- 2024 Architects Journal (AJ) Retrofit & Reuse Awards - Adaptive Reuse into Office - Highly Commended
- 2024 Planning Awards - Best Use of Heritage in Placemaking – Shortlisted

Public Realm

Details

Perfect Flower Public Engagement:

- Public Engagement project for the underpass near Pudding Mill Lane
- Complete 2023

Sidings Intersection:

- Pedestrian and cycle connection between two highway flyovers at the point of inflection.
- Complete 2021

Stratford Walk:

- 3580sqm of public realm across a bridge with 300sqm of raised planters of herbaceous, 20 trees delivering 400sqm of biodiverse habitat.

- Direct Delivery
- Complete September 2024

Team

Perfect Flower Public Engagement:

What if: Projects (Design and Engagement); LLDC (Client) Stratford Youth Zone (facilitator); Heidi Rustgaard (choreographer and facilitator)

Sidings Intersection:

LLDC Design Team (concept design); LBN Structures Team (detailed design); LBN (delivery client)

Stratford Walk:

LDA Design (landscape and public realm design); LLDC (client); MACE (project managers)

Chobham Manor

Details

- 859 homes, (75% 3b+), a new 546sqm nursery, 309sqm community centre and 10 retail units, 206 Trees, 3ha publicly accessible open space
- Development Agreement
- Complete in four phases from 2015 to 2023

Team

PRP / MAKE (masterplanners); PRP, MAKE, Karakcusevic Carson Architects, AHMM, Nord and Haworth Tompkins (plot architects); PRP and muf (landscape architects); LLDC (landowner); Chobham Manor LLP, a joint venture between Taylor Wimpey and L&Q (developer)

Awards

Chobham Manor:

- 2023 RIBA London Awards – Winner
- 2023 British Homes Awards – Best Garden / Landscaping Design - Winner
- 2022 Evening Standard New Homes Awards - Best Large Development - Winner

Phase 1:

- 2019 What House? Awards – Best Partnership Scheme – Bronze
- 2019 New London Architecture (NLA) Awards - Mayor's Prize - Winner

Multi Generational House:

- 2018 New London Architecture (NLA) Awards – Homes category - Commended

Hackney Wick Central

Details

Hackney Yards:

- 190 homes (100% affordable); 54% 2bed+ and over 900sqm affordable creative workspaces and 3000sqm of retail, office, light industrial and community space across three sites; over 4ha publicly accessible open space
- Development Agreement
- Complete 2026

Hackney Wick Station:

- Upgrade to overground station and new underpass
- Complete 2018

Team

Hackney Wick Central Masterplan: Karakusevic Carson Architects with Witherford Watson Mann (masterplanners); LLDC and LB Hackney (client)

Hackney Yards: Hawkins\Brown, Studio Weave and Devendhal Martin (architects), Studio Weave (landscape architects), LLDC (landowner); Notting Hill Genesis (developer)

Hackney Wick Station: Landolt & Brown (architect); Wendy Hardie (artist); LLDC and Network Rail (client)

Awards

Hackney Wick Station

- 2019 RIBA National Awards – Winner
- 2019 NLA Awards - Transport & Infrastructure category - Winner
- 2019 Civic Trust Awards – Winner
- 2019 World Architecture News Award - Transport sector – Gold
- 2019 Institute of Civil Engineers London Award - Community Benefit category - Winner

LLDC Publications since 2019

LLDC's publications and policy documents can be found on our [website](#)

Post Occupancy Evaluation Main Report	2025
LLDC Quality Review Panel Appraisal	2025
3 Mills Studios Post Occupancy Evaluation	2025
Bringing Local Girls and Young Women into a Co-Client Team: Waterden Green, Queen Elizabeth Olympic Park, London	2024
Climate Emergency Design Guidance: LLDC Park Design Guide Update	2024
Latent Workspace in Hackney Wick and Fish Island	2023
UGF x High Density	2023
Safety and Belonging for Women and Girls in Public Spaces	2023
Safety of Women and Girls Consultation Report	2022
Post Occupancy Pilot Evaluation Study: Chobham Manor Phase 1	2022
Density Study	2021
Natural Capital Account	2021
Queen Elizabeth Olympic Park: Valuing Landscape	2021
Characterisation Study	2019

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