



EASTBANK



IMPACT REPORT

2021-2022



INTRODUCTION

In June 2022, we published a report that pulled together some of the stories our partners had to tell about East Bank and the collective impact of our project to date. Looking back to 2019, it describes how the collaboration has started to deliver real benefits: to the communities in and around Queen Elizabeth Olympic Park, to the local economy, and to us as organisations as we become embedded in east London.

The report that you are reading now attempts something slightly different. It recaps on some new achievements since the last report – across 2021/2022¹ – but for the first time, it also starts to tell the story of East Bank’s impact in numbers.

Of course, with the exception of UCL’s first base on its new campus, One Pool Street, we are still completing East Bank’s buildings within the Park, so the data available to us at this point is limited. As a result, we are focusing mainly on the construction programme, as well as on the pre-opening programme our partners are curating in the community. However, the metrics highlighted in this report start to give an indication of what we are already delivering, changing, and achieving – from engagement with schools and further education colleges to job creation for local people – and what our aspirations are for the next few years.

As we move forward towards 2025 – when all of East Bank will be open for business – the data available to us will increase considerably and we will be



able to evaluate East Bank’s impact in ever-greater detail. We have committed to publish a new update annually, and we hope that this growing resource will eventually form one of the most complete and robust evidence sets that shows the long-term impact of Olympic legacy.

Simon Cane
UCL Director of Cultural Engagement and Chair, Strategic Objectives Group, East Bank

¹ Specifically, this report covers activity taking place during the last financial year – April 2021 to March 2022. This applies to all East Bank partners apart from the Universities (UCL and UAL’s London College of Fashion) which have reported on activity taking place in their academic year instead – August 2021 to July 2022.

STRATFORD'S TRANSFORMATION

Stratford is one of London's most exciting, fast-evolving destinations. Ever since East Bank's inception, we have been committed to playing a central role in the area's ongoing transformation, and to helping Stratford thrive economically.

We believe it is important that we measure and report on our contribution in a few key ways over the coming years:

How much land has been reclaimed and developed for East Bank, and of that, how much new public realm has been created?

How much direct investment have we raised (and how much is from public funders compared to private sources)?

And finally, how many people – local, national, and international – are visiting East Bank?

“ East Bank is committed to helping Stratford thrive economically. ”



“ Over £600m of funding is in place from the Mayor of London and from central Government. ”

Physically, the impact of East Bank is already undeniable, with construction work continuing at pace across our three sites in the Park. Building on the work of the Olympic Delivery Authority and the London Development Agency to remediate land for 2012, more than 17,000sqm of brownfield land has been reclaimed in order to construct our buildings. More than 15,500 sqm of new public realm will connect them.

Financially, over £600m of funding is in place from the Mayor of London and from central Government. We are currently working to raise substantial additional support from private sources to fund the completion of East Bank.

“ More than 17,000sqm of brownfield land has been reclaimed in order to construct East Bank's buildings. More than 15,500 sqm of new public realm will connect them. ”

Meanwhile, our established programme of partnerships and community activity is driving visits to the Park well ahead of East Bank's phased opening. 25,000 people attended the Great Get Together in July 2022 – a community event led by LLDC and revived in the Park after two years of scaled back activity due to Covid-19. East Bank partners took an active role curating elements of the programme for the first time, and 80% of those surveyed rated it as 'excellent'. To support early inclusive East Bank partner engagement with local communities and locally driven initiatives, our partner Foundation for Future London has secured £11m for community-based projects in the boroughs surrounding East Bank – Hackney, Newham, Tower Hamlets and Waltham Forest – through funds from City of London and Westfield Stratford City.

Opportunities to visit East Bank are of course currently very limited but once we complete our opening in 2025, world class experiences from the BBC, Sadler's Wells, UAL's London College of Fashion, UCL, and the V&A together expect to attract more than 1.5m visitors to the Park each year.



Activity led by Leah Lovett of UCL Centre for Advanced Spatial Analysis and artist Tadhg Caffrey
© Adriana Saetta/Mediorite

East Bank at the Great Get Together

The 2022 Great Get Together marked the tenth anniversary of the 2012 London Olympic and Paralympic Games, with all of the East Bank partners joining the celebration in the Park. The programme extended into the evening for the first time, with on-stage performances, music, food, and entertainment.

Against the backdrop of rapid change in east London, **V&A East** presented a series of pop-up projects around the theme Making Space / Space for Making – providing an opportunity to reflect on our current reality and possible futures through collective practices of making.



“ Over 25,000 people visited Queen Elizabeth Olympic Park for the 2022 Great Get Together. It was rated excellent by 80% of attendees. ”

Sew Social Newham was formed in 2020 following the wrap up of the Covid-19 response by ScrubHub East London. Many of the volunteers who created scrubs for NHS workers loved the grassroots community that ScrubHub brought into being. They wanted to continue to sew in a social setting as well as use their skills to support charity and community projects. For the Great Get Together, **V&A East** invited Sew Social to take up temporary residence on the Park where they stitched together a large collaborative quilt celebrating east London.

Meanwhile, V&A East also set up a pop-up risograph print studio. Led by Sahra Hersi, a designer, practitioner and long-term V&A East collaborator, the workshops were held in a big lorry that was driven onto the Park. In partnership with The Big Family Press (a printing press co-developed by a group of children aged 4-11 in after-school care at Oliver Goldsmith Primary School, Camberwell), and One of My Kind (a collaborative publishing practice led by Rose Nordin, Sofia Niazi and Heiba Lamara), participants created brightly coloured posters and artworks that explored their hopes and values for the future of east London.



Sew Social founder Jo and V&A East Youth Collective members Hafsa and Fahmida at the Great Get Together © V&A East

UCL hosted The Department for Impossible Administration, where members of the university’s Integrated Legal Advice Clinic worked with east London artists Output Arts to develop a participatory activity that explored the systems and bureaucracy that residents have to navigate in order to access what they are entitled to. 1,120 people took part, filling in silly forms, jumping through hoops and climbing over hurdles and through red tape to claim a ‘free lollipop’. It acted as an opportunity to talk to residents about the law clinic and other services locally.

UCL also hosted a screen-printing project that helped introduce more than 200 visitors to the University’s research into urban heatwaves. Artist Tadhg Caffrey worked with Leah Lovett of UCL’s Centre for Advanced Spatial Analysis to deliver an activity using thermochromic paint that disappears at above 28°C, leading to artworks that ‘melt away’ to reveal a second image underneath. This was used as a tool to talk about UCL research into urban heatwaves and how we can mitigate their impact in our city.



Fashion zine-making with LCF at the Great Get Together July 2022 © Ana Blumenkron

UAL's London College of Fashion invited families to engage with zine makers and illustrators throughout the day. Visitors worked with artists to explore mark making and mixed media fashion. Participants used watercolour, pastels, charcoal, crayons, collage, and stickers to create their own unique fashion artwork to take away. And with FEM Zine, visitors made the fashion zine of their dreams using collage, drawing, and writing.



Designing posters for V&A East's pop-up risograph workshop at the Great Get Together © V&A East



Breakin' Convention at the Great Get Together © Sadler's Wells

Sadler's Wells brought a family dance workshop to the Great Get Together as well as performances including a piece created by Amari Webb-Martin, a young dancer from Newham who is part of the National Youth Dance Company. Breakin' Convention ran a youth takeover tent involving 42 young performers aged 13-22 alongside rappers, singers and poets, and presented a Freestyle Funk Forum.

The **BBC Singers** collaborated with Newham youth choirs NewYVC and Repz in a performance project that culminated in the Park for the Great Get Together. Through a series of summer singing workshops in three local schools, the project aimed to promote talent pathways and routes into singing. In total, the project engaged with 420 participants aged 7-25, reached via two youth choirs, two primary schools and a secondary school. As a result of this project, one primary has been identified as a Partner School and the collaboration will continue building a deep ongoing relationship between Newham's youth choirs and the BBC.

OPPORTUNITY AND ACCESS IN EAST LONDON

As the construction of East Bank completes and each partner opens on site over the coming years, we will start to be able to quantify our impact on the provision of opportunities for east Londoners.

We will track how we are helping meet the aspirations of local people, how perceptions of east London are changing, and how our collaboration is creating opportunities – sporting, cultural, and civic – that everyone can access.

Meanwhile, all the East Bank partners are already delivering a variety of events, courses, exhibitions, residencies that are engaging

growing numbers of people from across the Olympic boroughs – many of which have been supported by Foundation for Future London.

Our report published in 2022 included many examples of how the East Bank partners have been engaging and providing opportunity.

Some additional highlights from the past year include:

The **BBC Symphony Orchestra** performing at Hackney Empire to 1,600 pupils from 17 primary schools from across Hackney. (April 2022)

“We will track how East Bank is meeting the aspirations of local people, how perceptions of east London are changing, and how our collaboration is creating opportunities that everyone can access.”



The BBC Symphony Orchestra performing to primary school pupils at Hackney Empire © Tricia Yourkevich



Topping out celebrations at Sadler's Wells East © Jason Dimmock

The creation by **UCL** of more than 70 opportunities for local people to learn new skills, collaborate with researchers and students, and get involved with ongoing projects. This included Trellis, an art commission for local artists working with UCL researchers, multiple employment and training sessions, and the launch of City Mill Pool Street skate park. City Mill Skate is a project in which UCL worked with the east London skating community to develop, test and propose ideas for skateable architecture which are now being embedded into the completed UCL East campus. This project was supported by Foundation for Future London's Westfield East Bank Creative Futures Fund.

BBC Introducing hosting a stage at the Great Get Together and presenting artists including Hak Baker, Stretch, and All Day Breakfast Café, who also performed as part of the evening programming in partnership with Sadler's Wells Breakin' Convention. (July 2022)

Sadler's Wells using their 'topping out' ceremony to announce – with local dance crew EASTablishment – a search for young east Londoners to perform in one of the opening shows at Sadler's Wells East: Our Mighty Groove choreographed by Vicky Igbokwe. (June 2022)



Primary school pupils listen to the BBC Symphony Orchestra at Hackney Empire © Tricia Yourkevich

UAL's London College of Fashion generated 23 projects in 2021/22 with a positive impact on local business and community, engaging over 8,500 people.

This includes Project Rego, a collaboration with Catalyst in Communities, that was awarded £50,000 by Foundation for Future London's Westfield East Bank Creative Futures Fund to scale up across the four Olympic boroughs. Aiming to leverage the power of fashion, co-creation and storytelling to shift the prevailing narrative around youth violence, ReGo gives its participants an opportunity to use design activism to focus on any societal issues they want to address. The project transforms knives from street violence charity KnifeSafe into a bespoke collection of fashion items, co-created by young people.

The project comprises a combination of training in fashion, alongside transformational mindset coaching from Catalyst in Communities, and hands-on work experience with local fashion businesses. The jewellery, bags, and garments were showcased at The Lab E20 in May/June 2022, and featured in a billboard campaign across London. The new fashion collection is available to rent exclusively via LOANHOOD with the aim to raise funding to support on-going educational and employment opportunities for young people in fashion.



Some members of the ReGo team in front of one of the billboards installed in partnership with BUILDHOLLYWOOD © Aran Knowles



Overview of the ReGo exhibition at The Lab E20 © Guillaume Valli

ENHANCING EDUCATION AND SUPPORTING SKILLS

A commitment to enhancing education and attainment locally is central to East Bank – through our programme, and through the extensive project to construct East Bank’s buildings in the Park.

Each year, we will track how we are engaging schools, further education colleges, and their pupils and students. We will report on how many of each that we have worked with and share highlights of what we have done together.

We will also track how the construction programme has impacted, by reporting on the number of apprenticeships we have delivered across the development and, of those, how many have been taken up by people living locally.

“We are proud to have collectively engaged more than 40,000 pupils and students from 326 colleges and schools in a wide range of East Bank programmes and projects.”

Even prior to the first of East Bank’s openings, we are proud to have collectively engaged more than 40,000 children and young people from 326 colleges, schools, and further education colleges in a wide range of programmes and projects.

The flagship East Summer School took place for a fifth successive year in July 2022, and involved 261 pupils joining us for an exciting, free, interactive and high-quality programme of 30



“East Summer School 2022 involved 261 pupils joining us for 30 courses over two weeks. 91% of attendees rated their experience as good, very good, or excellent.”

courses on and around Queen Elizabeth Olympic Park. Our group of 17 partners included all the East Bank organisations as well as local partners Rosetta Arts, X7eavan, Social Ark, Badu Community, and more.

91% rated their summer school experience as good, very good, or excellent, and 83% strongly agreed or agreed that the course they attended helped them develop new skills and gain experience.

Some highlights from East Summer School, and from wider education outreach by the East Bank partners during 2021/22 include:

18 young people aged 12-14 (75% from ethnic minority backgrounds) worked with the **BBC Asian Network** team during East Summer School to create their own radio show across 2 days of production workshops, based at BADU's hub on the Olympic Park.

Meet a Musician is an ongoing **BBC** programme open to all schools in the four Olympic boroughs. It offers teachers and pupils the chance to meet BBC musicians in introductory, interactive workshops (in-person and digitally). In 2021/22, BBC musicians engaged with 34 schools and worked with 1,800 pupils. The **BBC** holds partnerships with two primary schools local to East Bank: one in Newham and one in Waltham Forest, with a third partnership planned for 2022-23. Hillyfield Primary Academy's programme of activity this year included Meet a Musician visits from both BBC Singers and BBC Symphony Orchestra musicians, whole-school singing assemblies and choir workshops, conducting



School pupils at a BBC Meet a Musician workshop © Tricia Yourkevich

workshops with conductor Dalia Stasevska, CPD for classroom teachers, and free family tickets for the CBeebies Prom at the Royal Albert Hall.

During week one of East Summer School, **V&A East** worked with Hackney-based artist Nicole Chui to host a week-long course at the Good

Growth Hub: The Subversive Stitch: Creative Embroidery Art. Nicole's work is messy, brash and disruptive! She has collaborated with the likes of Adidas and Bimba Y Lola and her mission is to disrupt perfection, break boundaries and inspire others to embrace their raw emotions. Students explored how to customise clothing using embroidery and textile techniques, hacking V&A postcards and tote bags with their newfound stitching skills. As the group stitched, they chatted about life, the future, their neighbourhoods, Netflix and everything in between. Making and creativity provided a purpose for the group to come together each day, but the human connections and collectivity forged through collective practices of making proved equally valuable to everyone in the room.



Customising tote bags with artist Nicole Chui © V&A East





Students pose with some of their initial prototypes and experiments © V&A East

In week two, **V&A East** worked with Rafael El Baz of GoodWaste, a design studio who transform so-called waste materials into interiors and functional objects through design and making. Students explored how designers can be part of the solution to waste and sustainability through hands-on making, transforming waste materials into high-end designs. The week was spent taking inspiration from a range of industrial waste material – wood, marble, stone, perspex and metals – and the final session was spent at D-Lab using the laser cutter to brand and engrave work. Outcomes spanned product, jewellery, and furniture design, representing the awe-inspiring potential of industrial waste as a material for design and making.

University of the Arts London's outreach programme 'Insights', worked with 41 colleges and schools in the east boroughs delivering career fairs, workshops, spring and summer schools throughout the year engaging with

primary to FE students. **London College of Fashion's** Insights team worked with Hackney's Brooke House Sixth Form College (BSix) which provides vocational and academic study programmes for around 1,200 students aged 16-19. A key part of BSix's offer is an enrichment activity, which aims to provide students with new skills in an area that will help increase confidence and wellbeing. 21 students took part in Fashion Futures, a weekly workshop that used illustration, printing, textiles, styling, sewing and photography to explore fashion cultures and how the language of clothing can express identity, community, and challenge injustice. The final outcome was a zine showcasing the work that students produced throughout the year

Sadler's Wells offered a bespoke programme to 11 'associate schools' across Hackney, Newham, Tower Hamlets, and Waltham Forest: 4 primary, 6 secondary, and one SEND school – reaching more than 4,500 children and young people. Each was offered opportunities to take part in workshops and attend performances at Sadler's Wells. And as part of the EAST Summer School, Sadler's ran a week-long course for young people delivered by ZooNation – The Kate Prince Company, which focused on Kate Prince's Message in a Bottle, a new production based on the refugee crisis. Participants were able to learn movement and create their own choreography inspired by the production to aid a deeper understanding of the refugee crisis.

Sadler's Wells also delivered a summer school for young people from its associate schools and other community partners. Delivered by Uchenna Dance, the programme gave an introduction and insight into the company's dance style, ahead of engagement work beginning in 2022/23 to select a cast of young performers for Our Mighty Groove, which will be one of the opening productions at Sadler's Wells East.



Fashion Futures Outreach Project with BSIX College, Hackney 2022 © Sarah May/UAL



Sadler's Wells workshops with Uchenna Dance
@ Sadler's Wells



UCL's work with schools in east London reaches back to the early 2000s, and the UCL East Museums and Schools Programme has been running for five years and reaches around 1,000 students annually. This year saw pupils discovering biorobotics with UCL computer scientists and printmaking with its Slade School of Fine Art. UCL's New Curators Project aims to increase diversity and break down barriers to careers in cultural heritage. Working with Foundation for Future London (FFL) and Newham Heritage Month, this year's bursary scheme gave ten young east Londoners four months of skills sessions, real world scenarios, and field trips to increase their opportunities in the sector.

Year 5 pupils from George Mitchell Primary School in Waltham Forest explored the worlds of zoology and archaeology at UCL's Grant and Petrie Museums. The long-term Creating Aspirations partnership this year involved pupils designing bookmarks inspired by exhibits that everyone can download.

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Sessions led by **UCL** for East Summer School included 40 young people between the ages of 10-14 learning to skateboard, design a skate park and shoot action photos and films. Other workshops covered green energy solutions, water pollution management, a history of activism and insights into sports medicine and related careers.

Apprenticeships

East Bank aims to hit a target of 5% of the construction workforce as apprentices, with 50% of these apprenticeships taken up by local people. We have not yet been able to achieve this, with apprentices making up just under 4% of the workforce in 2021/22. LLDC is working closely with Mace, the principal project manager for the delivery of Stratford Waterfront, to address their underperformance in this area across the remainder of the build project.

Once construction has finished and buildings are open, the East Bank partners will also create apprenticeships in their directly employed roles. This will be managed largely through the **New Talent – Future Leaders (NTFL)** programme.

New Talent – Future Leaders

Now in its second year, the NTFL is funded by Foundation for Future London's Westfield East Bank Creative Future Fund. Its aim is to develop a talent pipeline of young people from the Olympic boroughs, and it does this by scaling existing programmes, such as the Shared Training Employment Programme (STEP), and developing new ones such as the Freelance Exchange and Shared Apprenticeship Programme.

Since its inception NTFL has created 31 STEP traineeships, subsidising 25 to enable participating organisations to pay the London Living Wage. Interest in the programme is strong with over 400 applicants for the programme, 160

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Another of our schemes – the Creative and Cultural Opportunity Programme (CCOP) – has engaged with 60 participants to date. From the year one cohort of 40 young people, 25 secured jobs within three months of completing the programme and 15 went into further training.

In its first year, our Freelance Exchange engaged 30 participants who were matched with mentors, and 25 went on to secure employment at London Living Wage or above.

The Shared Apprenticeship Programme has now launched after a period of development and consultation. Levy Transfer support for smaller businesses and organisations in the Olympic boroughs will form a key feature of the first year as will coordination of the development of apprenticeship opportunities across the partners.

Meanwhile, the East Education strand has undertaken a feasibility study, and the working group is developing a plan to deliver and support CPD for teachers in local schools. It will aim to raise awareness of careers in the cultural sector for young people and create a set of free resources.

Finally, NTFL is also bringing the East Bank partners together to develop their approaches to recruitment more generally, and to help them become as inclusive as possible.



School students from east London taking part in art activities with UCL © UCL

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CREATING MEANINGFUL EMPLOYMENT

The data we can access and report on so far is for the construction programme, and it shows that in 2021/2022, we are already exceeding the inclusivity targets we set for gender, ethnicity, and disability.

Of the construction workforce, 6% of people identified as female (against a target of 5%) and 70% of people identified as Black, Asian or minority ethnic (against a target of 50%).

As with all metrics, East Bank is committed to creating opportunities for local people in particular. We therefore set a target that 30% of the construction workforce should be local. In 2021/22, this target has not been achieved – but we are making good progress at 25%.

All local people working in the construction programme are earning the London Living Wage or above – meeting our target of 100% (excluding apprentices, who are remunerated according to nationally agreed paycales).

As our report earlier this year described, major structural barriers exist that make embarking on a career in the creative sector hard for many. All of our partners see it as a business imperative that we try to fix this problem. East Bank is our opportunity to show leadership and to demonstrate what can be achieved when you unlock employment and skills opportunities for local people.

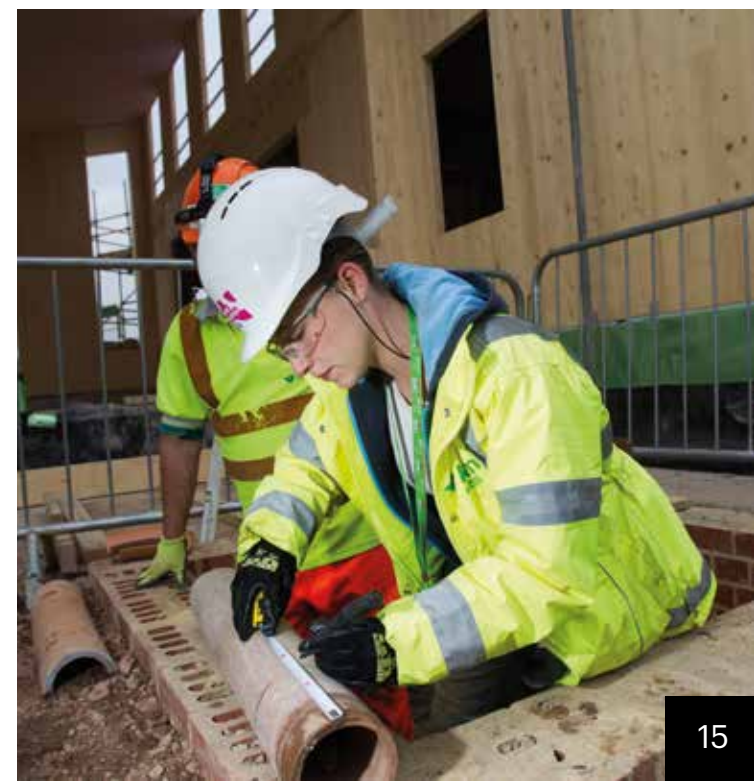
We know that to succeed, the opportunities we create must be representative and inclusive and we have set ambitious targets to keep us on track.

Once built, the East Bank partners will be major employers in Stratford, creating thousands of new jobs and transferring many hundreds more to east London (see further information on page 18). Of course, we will only be able to start to make substantive progress towards this ambition when East Bank is fully open in 2025, but we can already demonstrate how this journey has begun.

Finally, in preparation for all sites opening, UCL is also facilitating an East Bank Recruitment Group. This will bring partners together to share best practice in strategy development for direct and indirect jobs, particularly focusing on local and inclusive recruitment.

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CREATIVITY, INNOVATION AND RESEARCH



We will also report back on the new collaborations we enter into formally each year, and how they are driving forward new ways of working.

Research

With two University partners, East Bank will be a powerhouse of research.

In 2021/2022, **UCL East** academics secured three grants from the Engineering and Physical Science Council (EPSRC) with a total value of £7.4m. The grants will support UCL to deliver ground-breaking research on its new UCL East campus in bio and chemical engineering. The work will explore bio-gas technologies inspired by nature, novel sustainable manufacturing technologies for the agricultural economy, and how greenhouse gases can be removed using biohydrogen.

This represents a great achievement and is a sign of the investment the new campus can expect to attract to the area when it fully opens from autumn 2023.

Similarly, in 2021/22 there were 80 publications by UCL East affiliated researchers, contributing knowledge and solutions with the potential to impact locally and globally.

We will track the value of the research grants that our partners deliver as well as the number of research outputs each year.

East Bank aims to collaborate in a way that drives forward experimental and interdisciplinary research, development, and creative programming. We want to break new ground by developing new models of practice in creativity, entrepreneurship, and innovation.

We will measure our impact in this area by calculating and tracking the value of the research grants that our partners deliver as well as the number of research outputs each year.

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UAL's new Fashion, Textiles & Technology Institute (FTTI) will also be based in Stratford. Formally launched in 2021, the emergent Institute will build on the pioneering £5.5million Creative R&D Partnership, funded by the Arts and Humanities Research Council, the Business of Fashion, Textiles and Technology (BFTT). BFTT has awarded £3.4 million R&D funding benefitting 36 SMEs and microbusinesses, achieving £15.5 million leverage to date, creating 25 new jobs. The Institute will strengthen provision for larger-scale research initiatives, including partnerships across the AHRC Creative Industry Cluster Programme (CICP, 2018-23) and UK Research and Innovation (UKRI).

Additionally, from 2023 all of London College of Fashion's college-based research will also be Stratford based. Researchers at the College engage creative practices with the purpose of changing behaviours in the world. In 2021/2022 LCF Academics secured grants of c. £750,000, which came from The Arts and Humanities Council [AHRC], Arts Council England, Foundation for Future London, and The European Commission.

Partnerships

Launched in June 2022, SHIFT is an inclusive innovation partnership and programme that positions Queen Elizabeth Olympic Park as London's living testbed for better urban futures. It addresses the collective shift that we as a society need to make to bring forward a thriving, fair and resilient future in our global cities. SHIFT's aim is to combine resources and expertise to find solutions to climate, economic and social crises and build better, healthier and more sustainable places for future generations.

The partnership was founded by UCL, University of the Arts London, Loughborough University in London, Lendlease, Here East, Plexal, and LLDC and includes a wider community of world-leading organisations, thinkers and innovators, SMEs, corporate and community organisations.

Collaborative working

Also in 2021/22, the East Bank partner organisations convened to devise and formalise plans for the project's first fully collaborative cultural programme. Its purpose was to mark ten years since the London 2012 Olympic and Paralympic Games, to celebrate the continued legacy of the Games in east London, and to provide a taste of what's to come at East Bank.

The work that began this year culminated in the East Bank summer programme of events and commissions that kicked off at the Great Get Together and will be reported on in full in next year's report. The programme was formally supported by the Mayor of London, Foundation for Future London, the City of London, London Legacy Development Corporation, and the councils of Newham, Hackney, Tower Hamlets and Waltham Forest.



BOOSTING ECONOMIC GROWTH

It is critical that East Bank's creation provides an economic boost of national, as well as local, significance. We must do this by creating viable jobs in significant numbers, and by catalysing demonstrable growth in the creative industries that surround and support us.

As a headline target, we expect East Bank to create 2,500 direct jobs as sites open and become established over time. As referenced earlier in this report, UCL has already recruited for 45 roles at One Pool Street as part of an anticipated total of 410 new jobs across UCL East.

Sadler's Wells plan to create 64 new jobs and transfer 6 to East Bank, the BBC plan to transfer 130 jobs, and UAL plan to transfer around 1,000 existing staff to LCF's new home in the Park. Figures for the V&A's two sites will be confirmed in a future report.

“As a headline target, we expect East Bank to create 2,500 direct jobs as sites open and become established over time.”

“More than 5,800 jobs have been created onsite across Stratford Waterfront and UCL East – with in excess of 20,000 ‘job years’ worked.”

Meanwhile in the ongoing construction programme, we have already exceeded our target of 15,000 ‘job years’ by completion. With a considerable way to go, more than 5,800 jobs have been created onsite across Stratford Waterfront and UCL East – with in excess of 20,000 ‘job years’ worked.

Of course, East Bank will also create many indirect jobs through our supply chains. Our target here is to show that at least 1,100 indirect jobs have been created alongside our 2,500 direct jobs, and we will report on this in future years.

Finally but significantly, we aim to use at least 10% of our purchasing power with SMEs based locally. We will not start seeing the impact of this for several years yet, but these endeavours are being built into the operational planning of each partner as they gear up to open.



EAST BANK IS OPENING: TIMELINE TO 2025

2022

10th anniversary of the 2012 games is celebrated across the Park, including the return of the Great Get Together.

The first chapter of East Bank begins with UCL opening the first site on its new campus at One Pool Street.



2023

Construction of the Stratford Waterfront buildings (V&A East Museum, UAL's London College of Fashion, BBC Music Studios, Sadler's Wells East) and the Public Realm completed.

UAL's London College of Fashion and the public water-side spaces open late 2023

UCL completes the second building on its new campus, Marshgate opens late 2023.



2024

Sadler's Wells East opens on Stratford Waterfront (spring).

V&A East Storehouse opens at Here East (autumn).



2025

East Bank opening completes with V&A East Museum and BBC Music Studios opening.



APPENDICES

Sadler's Wells East

Sadler's Wells is a world-leading creative organisation dedicated to dance in all its forms. With a rich theatrical heritage of over three centuries, it offers a year-round programme of performances and learning activities. Its mission is to make and share dance that inspires us all. Its vision is to create, through dance, a depth of connection beyond borders, cultures and languages, so we see ourselves in each other.

Audiences of over half a million come to Sadler's Wells' three London theatres each year, with many more enjoying its touring productions at venues across the UK and around the world and accessing its content through digital channels. Sadler's Wells commissions, produces and presents more dance than any other theatre in the world, embracing the popular and the unknown. Since 2005, it has helped to bring over 170 new dance works to the stage, many of them involving its 16 Associate Artists, three Resident Companies and four Associate Companies – the most exciting talents working in dance today.

Sadler's Wells nurtures the next generation of talent through a range of artist development initiatives and reaches over 30,000 annually through its learning and engagement programmes.

Located in Islington, north London, Sadler's Wells' current building is the sixth to have stood on site since entrepreneur Richard Sadler first

established the theatre in 1683. The venue has played an illustrious role in the history of theatre ever since, with The Royal Ballet, Birmingham Royal Ballet and English National Opera having all started at Sadler's Wells.

Sadler's Wells is to open an additional mid-scale venue in east London in 2022. The new space will be at the heart of the East Bank project, a new cultural and education district in Queen Elizabeth Olympic Park in Stratford, which will also include BBC, UAL's London College of Fashion, UCL and the V&A in partnership with the Smithsonian Institution. As well as a 550-seat auditorium, Sadler's Wells' new venue will include a choreographic centre and a hip hop theatre academy, the first of their kind in the world to be run by a theatre.

www.sadlerswells.com

V&A East

One of the UK's most significant new museum projects, V&A East celebrates global creativity and builds on the V&A's long-standing heritage in east London and founding mission to make the arts accessible to all.

Currently under construction in Stratford's Queen Elizabeth Olympic Park, V&A East encompasses two new sites – V&A East Storehouse opening at Here East in 2024, and V&A East Museum opening on Stratford Waterfront in 2025. Underpinned by

values of equity, empathy, openness and sustainability, V&A East is committed to creating opportunities for young people and fostering the next generation of creatives.

Across its two sites, V&A East will celebrate making, highlight under-represented movements and voices, advance cultural conversations, and support the creation of new work, with its collections and buildings acting as a catalyst and studio space to platform new ideas. V&A East is part of East Bank, the Mayor of London's £1.1 billion Olympic legacy project, which will create a new arts, innovation and education hub in Stratford's Queen Elizabeth Olympic Park.

www.vam.ac.uk/east

UAL's London College of Fashion

Founded in 1906, London College of Fashion, UAL is a leader in fashion design, media and business education. Part of University of the Arts London, it has been nurturing creative talent for over a century, offering courses in all things fashion. It encourages students to examine the past and challenge the present, to form their own ideas. It gives them the skills, opportunities – and above all, the freedom – to put those ideas into practice.

At East Bank, London College of Fashion has a unique opportunity to bring together our community of 6,500 students and 1,000 staff for the first time, and to invite the public into our



open campus. Here, digital developers will work alongside designers; psychologists will collaborate with image creators; and marketing theorists will join forces with curators. London College of Fashion, UAL will redefine what fashion is by connecting its range of disciplines for the first time and under one roof, and show London and the world what these possibilities look like.

UCL East

UCL is consistently ranked among the top 10 universities in the world. Since 1826, it has championed independent thought and broken boundaries to make a positive impact in London and across the globe. It was the first university to welcome students of all faiths, or no faith, and the first to educate women on an equal footing with men.

UCL's new university campus at East Bank is the biggest development in its nearly 200-year history, giving it the scale and space it needs to help find solutions to the biggest problems facing people and the planet.

Around 4,000 students and 700 staff will work together and collaborate with local communities and businesses in cutting-edge new centres specialising in ecology, robotics, urbanism, culture, disability, heritage, engineering, technology and health.

UCL East's One Pool Street base is full of

multidisciplinary research labs and studios with a lecture theatre doubling as a cinema, a shop, café and homes for more than 500 students. Marshgate, opening autumn 2023, includes eight floors of hi-tech research labs, workshops, collaboration spaces and a library.

UCL East will be accessible, sustainable and open to the public with exhibition spaces and specially commissioned art by local artists.

BBC

A core purpose of BBC Music is to perform, record and broadcast live music across a full range of genres to the widest possible audience. The relocation of its music studios to East Bank is driven by this purpose and builds on the BBC's role as Olympic Broadcaster.

The new site will feature modern recording facilities, as well as embracing the history of Maida Vale. It will also be the home of the world-renowned BBC Symphony Orchestra & Chorus and BBC Singers, with an occasional presence from the BBC Concert Orchestra. It will host recording sessions and live performances across all genres from global stars to emerging talent. These facilities, alongside an extensive programme of learning and outreach projects and collaborations with partners in the cultural district, will contribute to establishing East London as a world destination for music.

London Legacy Development Corporation

The London Legacy Development Corporation is the Mayor of London's development body for Queen Elizabeth Olympic Park and the surrounding area. Working with the LLDC and with support from central government, the Mayor is working with local authorities, cultural businesses and venues, artists, creative entrepreneurs and civil society to make sure the full potential is realised for London and for Londoners.

Foundation for Future London

Foundation for Future London is an independent charity created to connect communities, the new East Bank and its globally renowned arts, innovation and cultural partners to ensure East Bank is London's must-visit destination and becomes a resilient, thriving, world-class neighbourhood of local and global significance. We're fundraising to expand grant-making opportunities for East Bank communities and partners and facilitating creative placemaking, to support local places, learning, training and employment through arts, education, culture and innovation. Our vision is for a vibrant and inclusive creative East Bank, creating authentic engagement with local people of East London in the boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest.

THE EAST BANK STRATEGIC OBJECTIVES AND MONITORING & EVALUATION FRAMEWORK

STRATEGIC GOALS	1. Stratford is a new destination and economic engine in London	2. Local aspirations have been raised and perceptions of East London have improved	3. Access to sporting, cultural and civic opportunities have been created	4. The education and skills attainment levels of local people have been enhanced	5. Sustainable jobs have been created and local people have been supported to access jobs elsewhere	6. New models of practice in creativity, innovation, entrepreneurialism and ground-breaking research have been produced	7. Economic growth has been boosted nationally
	1.1: A new destination has been created, stimulating millions of pounds of investment in QEOP and surrounding area	2.1: A culture of local engagement with, and ownership of, East Bank, reflected both the communities around the development and the anchors themselves	3.1: East Bank offers a broad range of opportunities	4.1: Schools and Further Education colleges access and use East Bank resources and programmes and engage with the opportunities they offer	5.1: There are clear routes from education into creative careers, supported by information, resources and programmes offering entry points at different levels	6.1: East Bank partners collaborate with each other and local communities and other partners. These collaborations generate new research, development, entrepreneurialism and public programming	7.1: Jobs have been created directly and indirectly as a consequence of East Bank
	1.2: More local, national and international people visit the QEOP to access East Bank partners and programmes	2.2: Increased aspiration, confidence and agency described by local people as a result of engaging with East Bank and anchors as a result of engaging with local people	3.2: East Bank partners and their programmes have engaged and entertained a broad audience	4.2: Creative education is enhanced in schools and Further Education Colleges interacting with East Bank, generating more opportunities for young people to develop their talents	5.2: A diverse range of local people is employed at the London Living Wage or better: In the construction programme	6.2: East Bank becomes known as a testbed for first time innovations across disciplines that address agreed challenges and go onto seed change elsewhere	7.2: Local businesses have benefited from East Bank through contract expenditure and increased visitation and spend
OBJECTIVES	1.3: There is an increased diverse population of local, national and international students in the QEOP	2.3: Enhanced perceptions of the area for individuals, communities, the anchors and their workforces, businesses and the media	3.3: An encounter with East Bank results in another sporting, cultural or civic engagement	4.3: More local people are achieving qualifications at level 3 and above	5.3: A diverse range of local people is employed as a consequence of creative, digital and tech industry growth that has been catalysed by East Bank, again at the London Living Wage or better		7.3: East Bank partners have nurtured and supported the conception and development of businesses in the area, catalysing demonstrable creative industry growth in the Olympic boroughs and beyond
				4.4: A diverse range of local people develop their skills by taking advantage of apprenticeship opportunities: In the construction programme and in East Bank end use jobs			

METRICS

1.1.1 Brownfield land reclaimed and/or redeveloped	2.1.1 # of volunteer hours	3.1.1 # and type of opportunities created: # of courses, events, exhibitions, residencies etc	4.1.1 # of schools and Further Education colleges visiting	5.1.1 # of people accessing resources and participating in programmes that are dedicated to offering entry points into creative/innovation careers	6.1.1 # and name of formal collaborations	7.1.1 # of Direct End-Use Jobs (# of new roles, and # of existing roles that have been transferred to East Bank)	
1.1.2 SqM of Public Realm created or improved	2.1.2 # of volunteers	3.1.2 m2 of facilities and spaces that are free to the public	4.1.2 # of schools and Further Education colleges engaged (non-visits)	5.1.2 % of local young people considering or pursuing creative/innovation careers	6.1.2 £ of research grants distributed	7.1.2 # of Indirect End-Use Jobs	
1.1.3 £ of non-public capital investment raised	2.1.3 Case study example of # of co produced programmes generated from student academic activity or by partners	3.1.3 Value of scholarships and bursaries	4.1.3 # schools and Further Education college pupils visiting	5.2.1 Diversity of people in construction programme (Gender, Ethnicity, Disabilities)	6.1.3 # of research outputs	7.1.3 # of construction jobs	
1.1.4 £ of public capital investment raised	2.2.1 GLA survey results at borough level	3.2 Metrics to be agreed during 2023'	4.1.4 # of school and Further Education colleges pupils engaged (non-visits)	5.2.2 % of local people in construction programme (inc number of total construction programme employees)	6.2.1 # of products and services created from R&D and incubation opportunities	7.2.1 % of contract expenditure with local SMEs	
1.1.5 £ of non-public investment revenue raised (e.g. sponsorship, philanthropy etc.)	2.3.1 Local residents perceptions of East Bank and visitors perceptions of East Bank using standardised questions "Visitation: How many times have you visited East Bank over the past XX? Primary Reason: ""What best describes your primary reasons for visiting East Bank""? How do you feel about the following statements about East Bank? Destination: There are activities at East Bank that I'm willing to travel for Accessibility: I find it easy to get to and from East Bank Vibrancy: I enjoy the vibrancy and activity at East Bank Safety and belonging: I feel comfortable there"	3.3 % of sample visitors that are returning	4.2.1 # of Olympic Boroughs schools and Further Education colleges reciving Artsmark, and at the Silver, Gold & Platinum levels.	5.2.3 % of local people earning the London Living Wage in construction programme	6.2.2 # of IP purchases / licences issued to East Bank related activity	7.2.2 Average spend of East Bank visitor	
1.1.6 Uplift in property value (commercial and residential)			4.3.1 % of local residents achieving Level 3 & 4	5.3.1 Diversity of local people employed in end use jobs (Gender, Ethnicity, Disabilities)		7.3.1 # of people assisted to start a business	
1.1.7 Uplift in land value			4.3.2 # of courses undertaken at Level 3 and above by people who live locally	5.3.2 % of local people in employed (inc number of total employees, # of new roles, and # of existing roles that have been transferred to East Bank) in end use jobs		7.3.2 # of business partners East Bank partners engage with and what industries those businesses are in (pending agreement in 2023)	
1.2.1.1 # of Visits to partner sites (free and ticketed)			4.4.1 # apprenticeships in the construction programme	5.3.3 % of employed local people earning the London Living Wage in end use jobs		7.3.3 £ of investment into creative industries	
1.2.1.2 % demographics of sample visitors (ethnicity, gender, disabilities, socio economic status, local/national/international)			4.4.2 # apprenticeships (not part of the construction workforce)				
1.2.2 # of East Bank Visits			4.4.3 # of local people in apprenticeships (including the construction programme and offered by the East Bank partners)				
1.2.3 # of Unique East Bank Visitors (Local, National & International)							
1.3.1 # of Students							
1.3.2 % of demographics of students (ethnicity, gender, disabilities, socio economic status, local/national/international)							

As **East Bank** hits the ground this year, we're keen to work with even more partners as we continue to deliver our impact programme – locally, nationally, and globally.

This is not just about the impact that East Bank has – it is the impact that the talented, diverse communities of east London can have on culture and education in the decades to come.

To find out how you or your organisation can play a part in this transformational project contact **eastbank@queenelizabetholympicpark.co.uk**

Look out for the latest announcements from the East Bank partners, LLDC and Queen Elizabeth Olympic Park by following us on social media and visiting **www.queenelizabetholympicpark.co.uk/eastbank**

EASTBANK

MAYOR OF LONDON

