

**CORPORATE
PERFORMANCE
JUL-SEP 2017
Q2 2017**

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INTRODUCTION AND SUMMARY

PURPOSE OF THE DOCUMENT

This is a quarterly report that provides an update on progress in the work areas and against the milestones in the London Legacy Development Corporation's (LLDC, the Legacy Corporation) 10 Year Plan (approved March 2016) and sets out information about the Legacy Corporation's financial performance. The 10 Year Plan can be found on the LLDC's website

<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan>

The first section provides information about **financial performance**. Subsequent sections are grouped by the Legacy Corporation's strategic objectives as set out in the five year strategy: **Live, Work, Visit, Inspire and Deliver**. Each section includes progress against milestones, commentary on major projects and key risks. Where relevant the sections also include monitoring information about the Legacy Corporation's performance against targets; the measurement of targets commences as projects start to be delivered. The majority of the milestones and targets were set out in the 2017/18 Budget (https://www.london.gov.uk/sites/default/files/final_consolidated_budget_2017-18.pdf) and the appendix setting out the 10 Year Plan which was approved by Board in March 2016 (<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/our-committees>).



SUMMARY OF PROGRESS IN THE QUARTER JULY TO SEPTEMBER 2017

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

- Summer of Athletics held on the Park: the Muller Anniversary Games; the International Para Athletics Championships; and the World Athletics Championships. Over 2.4m visitors to the Park in the July to September 2017 period.
- Bobby Moore Academy primary school site opened for the new school term.
- Award of Green Flag status for the Park for the fourth consecutive year.
- Third block of Chobham Manor Phase 1 completed and handed over to occupiers, the total of occupied homes at the development is now 165.
- Held LLDC's annual Apprenticeship Awards at Here East, celebrating more than 240 apprentices on the Park over the last five years.
- Opening of the Waterways on the Park and the Waterways Festival.
- Held Harvest Stomp community event and Liberty Festival (including National Paralympic Day) on the Park, each event being attended by over 7,000 people.
- GDI Hub Disability Innovation Summit hosted on the Park.
- Completed successful trial on the Park of the first autonomous bus in the UK.
- 10 students commenced fully-funded bursary courses at Loughborough University London.
- Unqualified audit opinion issued for annual accounts for 2016/17.
- Board approval for revised 2017/18 budget.
- Confirmation of Sir Peter Hendy CBE as the new Chair of the Legacy Corporation.
- Exceeded throughput target for Motivate East, our inclusive sports programme, 18 months into its two year programme.

Aims for next period

- Chobham Manor phase 1 completed and handed over to occupiers through the completion of 94 homes in the final block.
- Receive Government approval for Culture and Education District (CED) Outline Business Case.
- Commence Stratford Waterfront public consultation.
- UCL planning determination.
- Hackney Wick and Fish Island Supplementary Planning Document approved.
- Hackney Wick and Fish Island Supplementary Planning Document approved.
- Commence consultation on Local Plan review.
- Delivery strategy for Bromley by Bow development agreed.
- Announcement of concerts for summer 2018.
- Hold Evening Standard Conference at Here East.

FINANCIAL PERFORMANCE SUMMARY

	Year to 30 Sep 2017			Full Year 2017/18		
	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income						
Development	(34,304)	(45,697)	11,393	(46,577)	(46,197)	(380)
Cultural and Education District	(115)	(7,202)	7,087	(441)	(14,404)	13,963
Total Capital Income	(34,419)	(52,899)	18,480	(47,018)	(60,601)	13,583
Capital Expenditure						
Development	17,629	38,211	(20,582)	41,656	82,838	(41,182)
Finance, Commercial and Corporate Services	480	996	(516)	1,932	6,456	(4,523)
Cultural and Education District	4,713	9,119	(4,405)	14,181	18,237	(4,056)
Park Operations and Venues – excl Trading	1,378	2,723	(1,344)	5,483	5,445	38
Regeneration and Community Partnerships	84	789	(705)	1,548	1,577	(29)
Stadium	10,760	6,607	4,153	26,334	13,214	13,120
Contingency (Cap)	0	0	0	5,259	11,052	(5,793)
Total Capital Expenditure	35,044	58,443	(23,399)	96,394	138,819	(42,424)
Net Capital Expenditure	625	5,544	(4,919)	49,376	78,218	(28,842)
Revenue Income						
Executive Office	(45)	(25)	(20)	(79)	(50)	(29)
Development	0	(69)	69	(99)	(138)	39
Finance, Commercial and Corporate Services	(91)	(43)	(48)	(254)	(86)	(168)
Park Operations and Venues - excl Trading	(2,579)	(1,520)	(1,059)	(3,916)	(3,040)	(876)
Park Operations and Venues - Trading	(4,189)	(3,232)	(957)	(7,732)	(6,463)	(1,269)
Planning Policy & Decisions	(795)	(535)	(260)	(1,600)	(1,070)	(530)
Regeneration and Community Partnerships	(215)	(94)	(121)	(222)	(188)	(34)
Total Revenue Income	(7,914)	(5,518)	(2,396)	(13,902)	(11,035)	(2,867)
Revenue Expenditure						
Communication, Marketing and Strategy	861	940	(78)	1,910	1,974	(64)
Development	19	58	(57)	0	115	(115)
Executive Office	994	1,059	(65)	2,211	2,118	93
Finance, Commercial and Corporate Services	2,603	3,171	(568)	6,209	6,447	(238)
Park Operations and Venues – excl Trading	3,896	4,106	(210)	8,513	8,212	301
Park Operations and Venues – Trading	3,760	4,362	(601)	8,060	8,723	(663)
Planning Policy & Decisions	1,612	1,144	468	2,752	2,287	465
Regeneration and Community Partnerships	1,612	2,249	(637)	4,437	4,460	(23)
Stadium	94	0	94	(25)	0	(25)
Contingency	0	0	0	817	932	(115)
Total Revenue Expenditure	15,451	17,087	(1,654)	34,883	35,268	(384)
Net Revenue Expenditure	7,537	11,569	(4,051)	20,981	24,233	(3,252)

	Year to 30 Sep 2017			Full Year 2017/18		
	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading						
Timber Lodge Café	24	20	4	30	39	(9)
ArcelorMittal Orbit (AMO)	(426)	(55)	(371)	(479)	(110)	(369)
The Podium	(60)	(54)	(6)	(150)	(108)	(42)
London Aquatics Centre	821	1,073	(252)	1,687	2,147	(460)
Copper Box Arena	366	478	(112)	524	955	(431)
3 Mills Studio	(563)	(181)	(382)	(590)	(362)	(228)
Off Park Properties	(590)	(151)	(440)	(694)	(301)	(393)
Total Trading Net (Surplus)/Deficit	(428)	1,130	(1,558)	328	2,260	(1,932)

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	327,341	27,355	49,376	376,717	113,283	123,283

S106 & OPTEMS balance (£000)	19,327
CIL balance (£000)	4,219

Capital

Slippage on capital projects, including the Legacy Communities Scheme (LCS) infrastructure works in Development, is causing the year-to-date underspend on capital expenditure. This relates, in part, to the Eastwick and Sweetwater development infrastructure works, which were delayed initially by design and planning issues but more recently by commercial-related matters. Full-year spend on LCS infrastructure is expected to be below budget, including for works in relation to Cultural and Education District (CED), Pudding Mill Lane and Rick Roberts Way, which will now be incurred in 2018/19 and beyond.

Other notable capital underspends are 3 Mills River Walls works, which are now expected to be delivered in 2018/19, and CED project costs, due to changes in the scheme since the budget profile was set. There is, however, a forecast overspend on Stadium due to funding for residual transformation works (but within the £323m cost envelope) and E20 Stadium LLP working capital injections.

Timing delays on capital receipts from the Chobham Manor development and philanthropic funding towards the CED project are causing the year-to-date adverse variance. While revisions to the Stratford Waterfront project were worked through, the fundraising activities of the independent charity, Foundation for FutureLondon, are suspended; as a result, no philanthropic receipts are now expected in 2017/18.

Capital income is forecast to be lower than budget for the year mainly due to the expected philanthropic funding towards CED moving into future years. Capital income, including receipts from the Chobham Manor development, is otherwise forecast to be in line with budget, albeit later in the year than anticipated.

Revenue

Year-to-date income from revenue activities is ahead of budget mainly due to higher than planned programming and events income in Park Operations and Venues, income from the Corporation's trading operations on the ArcelorMittal Orbit and 3 Mills and increased income from the planning function, due to the increased number of planning applications being received. These favourable variances are expected to continue through to year-end.

The year-to-date revenue expenditure is below budget, mainly due to timing differences, some variances (such as reduced subsidy for the London Aquatics Centre and the Copper Box Arena under trading operations, offset by increased costs in the planning function, to deliver the income mentioned above) are forecast to continue through to year-end and report underspends. Overall, revenue expenditure is forecast to be slightly under budget (£0.4m) due to the aforementioned variations.

There are currently £0.1m of expected draws on revenue contingency relating to security, Hostile Vehicle Mitigation maintenance and marketing.




LIVE

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

Demand for new housing in London is very high, especially in east London. The growth boroughs have a particular need for high-quality family homes and affordable housing, to keep people living in the area for longer which in turn helps to build sustainable communities. The vision for the Queen Elizabeth Olympic Park programme demands that new neighbourhoods are not islands of prosperity and excellence but properly knitted into the existing and developing communities. It also requires that neighbourhoods are developed in a way that meets high standards of design, sustainability and accessibility, delivers all the social infrastructure required (schools, health, community centres), and includes evidence-based projects to develop — at pace — the things that make communities function effectively. Successful neighbourhoods will be vibrant, engaged and connected, exemplifying the future while also preserving the best of the local heritage.

PROGRESS AGAINST MAJOR LIVE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Start on site at East Wick and Sweetwater.	The Reserved Matters Application for Phase 1 was granted planning permission in January 2017 and start on site is planned for summer 2018.
Prepare development strategy for Rick Roberts Way.	Work continues with joint landowners LB Newham and stakeholders to reach agreement on a delivery strategy and programme, informed by a capacity study which completed in this period and a water drainage study jointly commissioned with LB Newham.
Prepare development strategy for Pudding Mill Lane.	Development of business case to commence following agreement of housing strategy with Board and the GLA.
Bobby Moore Academy primary school site opens.	COMPLETE Construction on the primary school commenced in August 2016 met its opening date of September 2017.

Milestones for completion in 2017/18	Estimated date and comment
<p>Complete the Hackney Wick station improvement works.</p>	<p>Programme on schedule following successful completion of Easter blockade construction.</p>
	
<p>Appoint a developer for Hackney Wick Neighbourhood Centre.</p>	<p>Outline planning application for the masterplan for the area was granted by the Planning Decisions Committee (PDC) at its April 2017 meeting and the procurement strategy approved by LLDC's Investment Committee in June 2017. Procurement is due to commence in the next period.</p>
<p>3 Mills future strategy.</p>	<p>Discussions with GLA and partners ahead of presenting a delivery strategy to the Investment Committee.</p>
<p>Bromley by Bow: agree strategy.</p>	<p>LLDC has worked alongside a range of key stakeholders in the area including local landowners and as a result the first two planning applications have been submitted by Lindhill and Danescroft. Dialogue also remains ongoing with the remaining landowners as they seek to move forward with the redevelopment of the rest of the Bromley by Bow area.</p>
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>This has been exceeded each month in this quarter, including 97% determined in time in July 2017.</p>
<p>Planning: Number of enforcement cases closed per month.</p>	<p>Following the closure of 10 cases in June 2017 there have been no cases closed in this period. 9 Cases remain open.</p>

Milestones for completion in 2017/18	Estimated date and comment
Publication of SPDs for Bromley by Bow, Hackney Wick and Fish Island, and Pudding Mill.	Bromley by Bow and Pudding Mill Lane SPDs have been published. Hackney Wick and Fish Island SPD is due to go to Board in Quarter 4 2017/18.
Marshgate Lane road adoptions complete.	To be adopted by the Local Authority by the end of the calendar year following completion of feeder pillars work.
Further completion of units at Chobham Manor.	165 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B (94 homes) is on track to complete in autumn 2017.

COMMENTARY ON KEY LIVE PROJECTS

Work has continued on construction of the Legacy Corporation’s first housing development at **Chobham Manor**. All the units in Phase 1 were pre-sold and construction work is proceeding well: 165 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B (94 homes) is on track to complete in autumn 2017. This block includes the first affordable rental homes on the Park, to be managed by L&Q. The piling works for Phase 2 (207 homes) are now complete and the superstructure for the first block (2a) is now complete. LLDC working with the developer to ensure compliance with FEES (Fabric Energy Efficiency Standards) requirements for Phase 2. Phase 3 construction is now scheduled to commence in April 2018. The non material amendment for Phase 2 was approved by the Planning Decisions Committee (PDC) on 5 July 2017. This was the final outstanding planning matter for Chobham Manor so the whole scheme now has detailed planning permission.



East Wick and Sweetwater: work has continued to create new neighbourhoods, including up to 1,500 new homes in East Wick and Sweetwater. Phase 1 has full Reserved Matters planning consent, but the developers need to introduce some design changes that may require planning consent. These changes are currently being assessed along with some design amendments to meet the FEES standards. The Reserved Matters Application for phase 2 construction is almost ready for submission, but is being held back while the changes to Phase 1 are agreed. Construction is scheduled to start on site in summer 2018.

LLDC funded infrastructure works related to the development was granted planning permission by the PDC at its March 2017 meeting. Programme for the construction work on Stour Road (H16) Bridge, the north/south road build and the Monier Road (H14) Bridge is being agreed, all for completion in 2018/19. Good progress has been made in resolving title issues with third party landowners against a tight timescale.

A group of travellers had been illegally occupying part of the East Wick and Sweetwater site. LLDC obtained a High Court order for the group's removal and court officers enforced the order on 6 September 2017 with support from the Metropolitan Police. We have taken back possession of the site, which is under license to the developer, from the illegal occupiers and the developer will meet the cost of cleaning the area.

Hackney Wick Central: The outline planning application for the masterplan for the area around Hackney Wick Station was granted by the PDC at its April 2017 meeting, subject to the referral of the application to the Mayor of London and the completion of a section 106 legal agreement, to secure the affordable housing, low-cost workspace and other planning obligations. The procurement strategy for a developer for LLDC's land was agreed at the June 2017 Investment Committee meeting; procurement is due to commence by the end of the financial year, and work has commenced on preparing for the tender process.

Hackney Wick Station improvements construction work, funded by LLDC including contributions from local boroughs and other stakeholders, and delivered through Network Rail and their contractors, commenced in August 2016. Piling has now completed and construction of the concrete superstructure is well underway. The Ticket Office is now taking shape, and the utilities are being installed. Work is on schedule to be complete in March 2018. Procurement has now commenced for mechanical and electrical systems.

The **Bobby Moore Academy** – A significant milestone was met on the construction of the Bobby Moore Academy, a split-site all-through school which consists of a two form entry primary school at Sweetwater and a six form entry secondary school at Stadium Island. The primary school opened on 11 September 2017 for the start of the 2017/18 academic year for classes of year 7 secondary school students. The school is being operated by the David Ross Education Trust.



The construction phase on the secondary school commenced in November 2016 and is on schedule to meet its opening date of September 2018. Progress since the last update on the construction programme includes: the reopening of the site following the athletics events in the summer; the concrete frame and roof are complete and all temporary supports for the frame have been removed; the installation of the steel frame façade system is nearing completion; and the window installation is complete to the sports hall and in progress for the main building.

Community Infrastructure Levy (CIL) collection and allocation

The Legacy Corporation is required to prepare a report for any financial year in which it collects CIL. The charging authority must publish the report on its website no later than 31 December following the end of the reported year. Updates will continue to be made quarterly through this report.

The Legacy Corporation started charging its CIL on the 6 April 2015.

In Quarter 2 2017/18 one LLDC CIL payments was received.

Date received	Amount received
06/07/2017	£906,563,72
Total	£906,563,72

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 2 2017/18 £282,777.46 was collected. This was transferred to Transport for London (less a 4% administration charge retained by LLDC).

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk that there are challenges to the ability of LLDC to return expected receipts from housing developments and re-pay borrowing.	Significant financial and reputational impacts.	Consider alternative deal structures to support generation of receipts Close working with GLA, including on affordable housing. Management focus on housing developments.	R
Risk of potential reputational impact of future housing developments on the Park having a lower affordable housing percentage than the new Mayor of London's affordable housing aims.	Significant reputational implications.	Discussions with the GLA; market analysis; development of housing strategy.	R
Risk that increased construction costs in London will impact on the Legacy Corporation's construction projects.	Financial implications, reduced scope for capital projects.	Early cost reports, tight monitoring of inflation forecasts, value engineering where required, effective procurement and contracting strategy. Monitor impacts of exit from the EU.	R

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk of challenges to the viability of future housing developments at Rick Roberts Way and Pudding Mill Lane.	Significant financial and reputational impacts.	Close working with the GLA on housing strategy and planning, and LB Newham as joint land owner.	R
Risk relating to agreeing future strategy for 3 Mills Studios.	Significant reputation impacts.	Consultation Discussions with stakeholders. Seek LLDC investment Committee decision.	A
Risk to LLDC and the Mayor's reputation that the receipts generated from LLDC development do not repay borrowing and fully re-pay the National Lottery.	Reputational impacts.	Close monitoring of long term forecasts and assumptions and working with the Mayor's office.	A
Risk relating to construction and development communications.	Impacts on the reputation of the Corporation.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future developments.	G

1
LIVE

WORK

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

London has a growing economy: the GLA projects that the number of jobs in London could grow by 750,000 between 2010 and 2031 across a diverse range of sectors. Nearly half (48 per cent) of employment growth in this period is expected to happen outside central London and businesses are looking east for space to grow. Queen Elizabeth Olympic Park is perfectly positioned to support this trend, with excellent transport links, space for office and workshop accommodation at Here East, and with housing and leisure on the doorstep. The surrounding area includes business districts including International Quarter London (IQL), Westfield, Stratford town centre, Hackney Wick and Here East. Transport for London (TfL) will start to re-locate into IQL in the next period. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK and the British Council are also planning to re-locate to IQL and it is hoped they will be joined by major commercial companies. Westfield (Europe's largest urban shopping centre), Stratford town centre and the developing Neighbourhood Centre of Hackney Wick all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, Loughborough University London, BT Sport and Studio Wayne McGregor already in place. Together, these could create a 'fourth office quarter' for London, stimulating economic growth that would benefit people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through The Culture and Education District.

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

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Establishment of Park-wide construction Shared Apprenticeship Scheme.	Working with local boroughs to establish model for delivery ahead of going to the market.
Launch and delivery of Building Information Modelling curriculum in local schools and colleges.	Sarah Bonnell school in Newham and George Green school in Tower Hamlets have signed up to the implementation of Design Engineer Construct in the 2017/2018 academic year.

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.</p>	<p>The National Construction College (part of CITB) have been appointed to deliver this year’s demand-led construction training programme. The first introduction to Dry lining course is scheduled to start on 23rd October, followed by Formwork, Site Safety courses and Introductory scaffolding training. Consultations ongoing with borough partners and contractors on the Park to establish requirements for a demand led construction training programme for 2018/19.</p>
<p>10 local people commence bursary placements with Loughborough University London 2017/18.</p>	<p>COMPLETE</p> <p>10 students commenced fully with funded bursary places course with Loughborough University.</p>
<p>Provide start-up support to 45 entrepreneurs with Echo ++ enterprise support programme.</p>	<p>2017-18 objectives and plan agreed. Monitoring and evaluation outputs reviewed. Partnership building (including CED partners) underway for upcoming programmes Weekender, Creative++ and Fashion ++</p>
<p>15 local young people to access digital, media, tech apprenticeships linked to Park based activities.</p>	<p>Programme ongoing: 15 apprentices are confirmed to be from the Host Borough* (from a total of 18 – the other 3 are from the other 2 Growth Boroughs of Greenwich and Barking & Dagenham). *Host Boroughs are London Borough of Newham, Tower Hamlets, Hackney and Waltham Forest.</p>
<p>Delivery of annual Apprenticeship Awards.</p>	<p>COMPLETE</p>
	<p>LLDC’s Apprenticeship Awards held at Here East on 6 July 2017.</p>

PROGRESS AGAINST MAJOR WORK MEASURES

Targets	Performance and commentary
<p>Construction</p> <ul style="list-style-type: none"> • 28% of the workforce have permanent residency in Host Boroughs • 25% of the workforce are from BAME groups • 5% of the workforce are women • 3% of the workforce are disabled people • 3% of the workforce are apprentices 	<p>The most recent Construction figures available are to end of September 2017</p> <ul style="list-style-type: none"> • 30% of construction employees working on the Park are Host Borough residents • 58% of the workforce are from BAME groups • 5% of the workforce are women • 8% of the workforce are disabled people • 5% of the workforce are apprentices
<p>End-use</p> <ul style="list-style-type: none"> • 25-85% of the workforce are from Host Boroughs • 25% are from BAME groups • 50% are women • 5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre workforce targets as of June 2017 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 76% workforce Host Borough residents • 37% workforce are from BAME groups • 50% workforce are women • 3% workforce are disabled people • Apprentice figures to be provided in the next report <p>Estates and Facilities workforce targets:</p> <p>As of August 2017 the workforce performance is shown below:</p> <ul style="list-style-type: none"> • 68% workforce Host Borough residents • 65% workforce are from BAME groups • 33% workforce are women • 6% workforce are disabled people • 10% of workforce are apprentices (figures as of March 2017)

COMMENTARY ON KEY WORK PROJECTS

Work is continuing to support construction and end-use employers on the Park to maintain and improve on consistent performance in achieving workforce targets to date. LLDC has exceeded its targets in construction with an improved performance on the disabled workforce target.

The way of reporting end use workforce has changed this reporting year to report against a park-wide target including the range that has been set as part of the Legacy Communities Scheme. This will evolve over time as new jobs are created through the next phase of the Park’s development at the Culture and Education District and at Here East. The table above shows the performance of two major end-use employers at the Park venues and Estates and Facilities Management provider.

In line with LLDC’s 5 year strategy our employment and skills interventions are designed to tackle under-representation in the workforce and are open to both employed and unemployed residents from the 4 local boroughs and so we no longer report on the previously unemployed measure.

The **Creative Opportunities Programme** completed in this period. LLDC worked with Culture and Education District partners and other creative industries organisations and businesses to provide a programme for 26 young people to be introduced to live cultural and creative jobs and apprenticeship opportunities and careers advice. The programme succeeded in reaching a diverse group of participants from local boroughs:

- All 26 participants from Hackney, Tower Hamlets, Waltham Forest and Newham, aged 18-30 – all unemployed or underemployed.
- 35% non-graduate and 65% graduate (unemployed or underemployed)
- 77% from BAME background
- 75% from low-socio-economic backgrounds
- 20% With disabilities

The programme has helped participants into employment and training, including:

- 1 Newham resident moved into employment at Spitalfields Music in Tower Hamlets
- 2 have started Lv4 technical qualifications at the National College for the Creative Industries in Purfleet.
- 6 participants have secured interviews with employers following our Talent Meet Up
- 2 have successfully been accepted on the **STEP** programme (see below).

Eight young people living in Hackney, Tower Hamlets, Waltham Forest and Newham have been selected from 150 applications to participate in STEP a 12 month shared internship programme, commencing in October 2017. All participants are from BAME communities and over half are female. The programme sees creative and cultural organisations share a cohort of interns across a number of departments over the year. Internships will be paid the London Living wage and will be supported by a development programme that will support participants develop the skills they need to progress in their role and better prepare them for a career in the creative sector. The programme will support organisations to recruit from a local talent pool and diversify their current workforce. Organisations involved include CED partners Sadler's Wells and London College of Fashion.

10 local people have commenced fully funded bursaries to undertake a postgraduate degree at Loughborough University London through **LLDC's Inspiring Success programme**.

LLDC has been working with the GLA Economic and Business Policy team to inform the production of the **Mayor's Economic Development Strategy** and its relationship to the Government's Modern Industrial Strategy (MIS): we have put forward the Park as an exemplar for business and innovation centres which are encouraged through the MIS.

Group Training Association: In response to the advent of the apprenticeship levy and the opportunities presented by the construction industry's evolution and adoption of modern, more digitised, methods of construction, the LLDC is inviting leading employers and key sub-regional stakeholders to work with us on the establishment of a Group Training Association (GTA). The GTA will create opportunities for quality-driven apprenticeships and training outcomes that lead to sustainable careers for local residents and under-represented groups in construction and the built environment. An operational set-up commission is being commenced to support the GTA.

The **Good Growth Fund** is the Mayor of London's new £70 million regeneration programme to support growth and community development in London. Working with the London Economic Action Partnership (LEAP), the fund will support projects that are: inclusive, innovative and which demonstrate an outstanding approach to challenges faced across London. As part of its work in relation to the East London Fashion Cluster, the LLDC has supported a joint submission to the Fund that will, if successful, support the delivery of thousands of square metres of workspace to support the fashion sector across east London. This will be complemented by a programme of business engagement and support, as well as an LLDC-led Fashion Skills for East Londoners programme.

LLDC's annual **Apprenticeship Awards** was held on 6 July 2017. The awards celebrates the role of local young people in the construction and operation of the Park, and also highlight to industry leaders the importance and business benefits of delivering apprenticeships and recruiting diverse talent. More than 240 apprentices have played key roles in the new chapter of the Park, including engineers and surveyors that helped transform the former Olympic Stadium into a world-class, multi-use venue, operatives at Chobham Manor, landscapers that maintain the 560 acres of parklands, and exciting digital media technician roles in Here East.

A number of our young people took part, including Gabrielle Appiah who co-hosted the whole event, twelve-year-old poet Tofu Sobodu, Simeon Marriott-Dixon and Jone Da Cruz. Jules Pipe made the key note speech and awarded the Apprentice of the Year Award, and David Gregson, Lord Andrew Mawson, David Goldstone and Frances McAndrew made awards. Farzana Saddiq, a team leader apprentice with GLL at the London Aquatics Centre, took home the coveted Apprentice of the Year award, and said she was 'completely blown away to win' The Partnership of the Year Award was won by Sadler's Wells and their HR Manager, Lesley Owusu. The Employer of the Year award was won by Taylor Wimpey. The film to support the awards is available here: <https://www.youtube.com/watch?v=Sdby2sX3HDY>



The E20 Stadium LLP (E20) Board agreed at their September 2017 meeting, in principle, to pay the London Living Wage to all London Stadium staff, including subcontractors employed in catering, cleaning, security and stewarding roles. E20 are instructing its operator, LS185, to ensure permanently employed staff receive this increase with immediate effect. LS185 will also commence discussions with their contractors with the aim of ensuring that all sub-contracted staff receive the London Living Wage as well. These negotiations may take several months to fully resolve but E20 hope to reach this threshold as quickly as possible.

ACHIEVEMENTS IN THE LAST PERIOD INCLUDE:

LLDC continues to work with partners to help deliver jobs, training and support to businesses, key achievements include:

Here East (former Press Centre and Broadcast Centre):

This was a period of large scale events, including Retail Tech Week, which attracted 800 visitors and showcased innovation and technology within the retail sector. In July, Here East hosted the Global Disability Innovation Summit with an estimated 700 visitors over 2 days (see Inspire section of this report for more information) and Hackney Wicked, a festival of art held over 2 days in and around Hackney Wick. This saw an estimated 2,000 visitors to campus and celebrated the talent of local artists in our community. During this year's Wimbledon, a screen was erected on Canalside for Here East tenants and the wider community to watch the action as it unfolded, this proved successful. The annual Distinguished Gentleman's Ride, a global motorbike ride for the Movember Charity started and finished its journey at Here East, with the route taking in the sights of London. The Off Festival was also held in September, celebrating creative digital art. This was the first time this festival has been held in London and saw 1,600 people attend.

Tenancy remains positive and multiple fit outs are underway and will continue into the next period: Matchesfashion.com, an online luxury goods retailer will be moving their online photography division with approximately 60 staff. Ladbroke's Coral moved 140 employees from their digital arm into the former Press Centre in Q2 with a planned expansion in the next period to a permanent facility on the second floor. Bucks Barbers and Coffee Works have completed their fit outs and began trading and UCL also launched their purpose-built facility and new schools in September (see Inspire section of this report for more information). Ford Motor Company's fit out continues with estimated occupancy in the next period. Sports Interactive, who create sports based video games have announced they will be moving into Here East in early 2018, relocating 125 of their employees and a reprographics and 3D printing retailer.

Here East continue to work with our local creative community with a temporary studio and exhibition space opening in August which will be open until early 2018.

Local employment and development remain important and whilst we have seen a slight dip, local employment remains positive at 47% from within the four Host Boroughs. Future event planning in the next period is positive with several scale events taking place and on-campus occupation will increase significantly in the next 3-6 months.

International Quarter London (IQL)

Visible progress is being made on the build out of (IQL) which is now nearing the first phases of completion. In July 2017 IQL announced that Cancer Research UK and British Council had signed pre-let agreements to relocate their headquarters to the development. The two leading institutions join Transport for London (TfL) and the Financial Conduct Authority (FCA) as the latest high-profile organisations to choose the £2.4 billion development in Stratford as their new base.

TfL will start to move in from late October this year and FCA will move in from spring 2018. Cancer Research UK and British Council will jointly occupy the third commercial building to be built at IQL, totalling 280,000 sq. ft., bringing the total number of people soon to be working at the development to over 8,000.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk relating to meeting priority theme targets and wider regeneration aspirations.	Significant reputation impacts.	A strong set of targets agreed through procurement and contracts; close working with partners.	G

VISIT

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




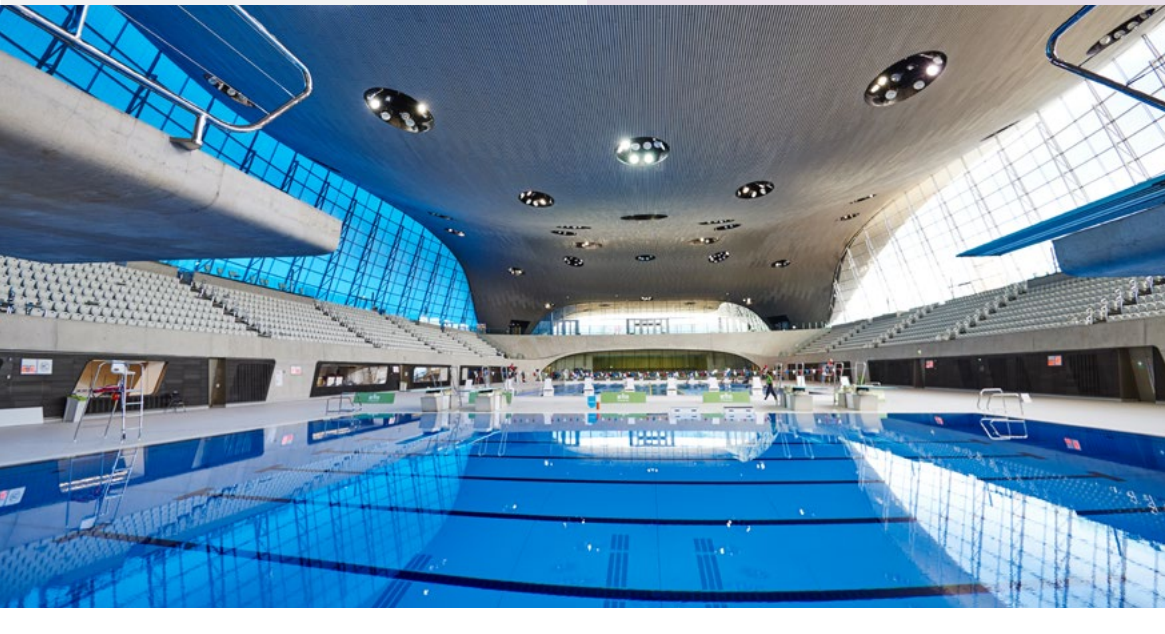

Queen Elizabeth Olympic Park opened fully to the public in April 2014 and from the outset offered 'something for everyone' with new parklands and playgrounds, world-class sporting facilities open for public use, and a varied programme of public sporting, cultural and community events in the venues and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

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

LLDC's objective in the next five years is that visitor numbers should be maintained at least at current levels, and that as the Park develops the numbers of visitors should increase in line with that development. The opening of the Stadium brings over a million spectators per year and raises the profile of the Park through a global TV audience of millions. A growing number of people view the Park as their local leisure space as the new residential developments and workspaces are occupied, and the spaces and activities in the Park should be a vital component in joining new and existing communities together. Attracting visitors to the Park is important because it ensures the financial sustainability of the venues and the upkeep of the Park, brings people in who will spend in the local economy (contributing to local jobs and wellbeing), and contributes a critical mass of people to metropolitan Stratford. While increasing the national and international appeal of Queen Elizabeth Olympic Park, LLDC's visitor strategy will also ensure that it is still viewed — and used — positively by the local community, and maintains its reputation as somewhere different and exciting. It will support the GLA's cultural tourism vision, promoting authentic cultural opportunities outside central London.

PROGRESS AGAINST MAJOR VISIT MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Host the 2017 World Athletic Championships and World Para Athletics Championships.</p>	<p>COMPLETE</p> <p>The events were held successfully this summer, see below for further details</p>
	
<p>Maintain Green Flag status for the Park.</p>	<p>COMPLETE</p> <p>This was awarded for the fourth consecutive year in July 2017.</p>
<p>Successful transition and handover of QEOP Car Park Operations and Parking Enforcement service to new operator.</p>	<p>Tender documents being scoped, aiming for contract award in the next period.</p>
<p>Maintain estate strategy and property documentation, including Asset Register.</p>	<p>Work ongoing to set up an estates terrier, scheduled to be operational in the next period.</p>
<p>Deliver two community events on QEOP (Big Lunch and Harvest Stomp).</p>	<p>COMPLETE</p> <p>The Great Get Together (incorporating Big Lunch) was held on 18 June 2017 and the Harvest Stomp took place on 24 September 2017.</p>

Target for 2017/18	Performance to date
Estimated 5,600,000 visitors to the Park.	Figures to September 2017 show 4,424,387 visitors to the Park in the first 6 months of 2017/18. Figures up on 2016/17 due in part to increased visitors for the summer of athletics.
London Aquatics Centre throughput of 1m.	Figures to September 2017 show 552,731 visitors the venue in the first 6 months of 2017/18. Figures up on 2016/17.
	
Copper Box Arena throughput of 440,000.	Figures to September 2017 show 187,063 visitors to the venue in the first 6 months of 2017/18. Figures slightly down on 2016/17.
ArcelorMittal Orbit throughput of 220,000.	Figures to September 2017 show 108,479 visitors to the attraction in the first 6 months of 2017/18. Figures up slightly on 2016/17.
	

COMMENTARY ON VISIT ACTIVITIES

The Legacy Corporation, on behalf of **E20 Stadium LLP** (a joint venture between the London Legacy Development Corporation and Newham Council) has completed its work to transform the Stadium in the Park into a year round multi-use venue to deliver a permanent sporting, cultural and community legacy in east London. Following the success of the four large scale concerts held in the Stadium earlier in the summer, the Stadium hosted a summer of high profile athletics including the Anniversary Games, the International Para-Athletics Championships and the World Athletics Championships. The events were well attended and generated positive domestic and international media coverage for the Stadium and the Park.

The Stadium concert season hosted four very successful shows by three acts (Depeche Mode, Guns n Roses, Robbie Williams) with a combined attendance of over 270,000 people. The volume of visitors, alongside other events in the Park, created particular challenges for crowd management and LLDC is participating in LS185's review of ingress and egress arrangements to inform the planning for the 2018 season.

The Summer of Athletics held in the Park this year contributed to the busiest summer the Park has seen since the London 2012 Olympic and Paralympic Games with over 2.4m visitors in the period of July to September 2017.

International Para Athletics Championships: there were 300,000 tickets sold/distributed for the Stadium over 16 sessions during the ten days of competition: the highest attended IPC in the event's history. The Championships were broadcast by Channel Four, frequently achieving viewing figures in excess of 1,000,000. Over 55,000 free tickets were given out to schools through the GLA for four sessions, contributing to two weekday morning sessions having attendance of over 23,000 each.

Following completion of the Athletics Championships, work immediately commenced to transform the Stadium into football mode ahead of West Ham United's first home fixture of the season, which was successfully hosted on 11 September 2017.



World Athletics Championships: There were 660k spectators in the Stadium over 14 sessions during the ten days of competition. The Championships were broadcast extensively by the BBC. The Park was very busy throughout the ten days, with many visitors arriving early to revisit the summer of 2012, and reflecting on how the Park had changed in five years. The higher spectator numbers and occasional poor weather led to a number of operational challenges which LLDC and LS185 worked collaboratively to resolve. In particular, whilst LS185 stewarded specific areas of the Park, audiences inevitably followed other routes which were not always stewarded or appropriate for large crowds; the decision to conduct security searches on the Stadium bridges also created pedestrian traffic on some Park footpaths which would not normally be used for such numbers.

In addition to the athletics and concerts, over 120 small and mid-scale event/filming activities have taken place in the Park this summer (April – September). Notable events since the last report include:

LLDC's own community festival **The Great Get Together** (on 18 June 2017) combined our annual Big Lunch celebration with the national events coordinated by the Jo Cox Foundation. Visitors enjoyed live music and entertainment, have-a-go sports and a range of food stalls in the north of the Park. The Mayor of London attended, as did Hero and Whizzbee, the mascots for the London2017 Athletics Championships.

The Great Newham London Run (2 July 2017) saw over 8,000 participants running a course all around the Park, starting on the South Park Lawn and ending in London Stadium. In addition, over 4,500 children took part in Go Run for Fun on 29 June.

The Liberty Festival, which ran alongside the opening Saturday of the IPC World Para Athletics Championships (15 July) and was attended by 18,000 people. This was the fifth year that the event had been held at the Park.

Prudential Ride London began from the Park on 30 July, with 28,000 cyclists commencing the route. This was the fifth year that the event had begun at the Park. The Prudential Ride London Grand Prix took place at the Lee Valley VeloPark on 28 July.

Beach East continued at the Park throughout the summer, managed by LS185 who at that stage were responsible for the Stratford Waterfront development site. The Beach suffered some days of poor weather and it is understood that attendance was down on previous years. There were some minor security incidents, and LLDC received one noise complaint for the AfroBeach event held by Beach East on 3 September.

Elrow London Town took place on the weekend of 19 and 20 August on Hopkins Field in the North of the Park. It was the fifth electronic dance festival to be held in the Park since 2013 and saw circa 35,00 attending over the two days.

August Bank Holiday weekend brought many thousands of people to the Park, including visitors to the **Living Art Festival** at Chobham Manor (more information under Partner Activity below) and to the East London Waterways Festival which saw circa 10,000 people celebrating the reopening of Carpenters Road Lock. A land train operation was successfully trialed over this weekend with over 600 paying passengers.

Parallel, the mass participation event for disabled and non-disabled people, returned to the Park on 3 September 2017 with over 2,000 participants and a family festival on the South Park lawn. Pretty Muddy returned to the Park on 10 September with over 1,300 participants raising funds for Cancer Research UK.



The Park received the prestigious **Green Flag Award** for the fourth year running in July 2017. The international award is the mark of a quality park or green space and is a sign to the public that the space boasts the highest possible environmental standards, is safe and secure, is well maintained and has excellent visitor facilities.

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park ensuring appropriate security resource and implementation of new initiatives.	R
Risk relating to trading and activities including venues (CBA, LAC, AMO), events and car park.	Financial impacts, reduced income or increased costs.	Manage and monitoring financial targets and contracts. Spend to save initiatives, implement commercial strategy.	A
Risk that related development projects undertaken by third party organisations are not successful.	Negative knock on effect on the success of the Park and its developments.	Close working with partners to influence developments and monitor progress.	A
Risk relating to Park visitor numbers and experience.	Significant reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive initial figures for visitors to the Park.	G

INSPIRE

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

The initial legacy priority was to establish a viable future for the Park as somewhere to live; work and visit, and the key ingredients of this success were laid down early on. This created space to review the plans and seek to secure an even greater benefit for the surrounding community. The ambitious vision for The Culture and Education District was developed during late 2013 and 2014, and secured government funding in December 2014. The plans have attracted prestigious institutions and businesses to the site to foster collaboration and innovation, generating a projected 2,500 jobs in the Park and an extra £2.8 billion of economic value from the area. The Culture and Education District will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

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

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Progress design, planning and procurement for the Culture and Education District.	Outline planning submitted for UCL East for determination in the next period. Masterplanning for Stratford Waterfront continues, public consultation to commence in the next period. RIBA stage 2 has commenced. Outline Business Case Update awaiting approval by Government (subsequently approved in October 2017).
Continue to work with CED partners and Foundation for FutureLondon to facilitate the development of the partnership so as to ensure the continued delivery of the CE-D strategic objectives and to maximise the value of the cluster.	Strategic Delivery Plan for CED setting out partner plans in the area approved. FFL continue to develop fundraising plans.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
<p>Deliver schools engagement programme through the Go! Schools network and encourage usage by partners. Number of schools participating in learning opportunities to enhance curriculum delivered in collaboration with CED partners.</p>	<ul style="list-style-type: none"> – Continued engagement with schools via Go! schools network. About 200 schools regularly engaged through the network. – Activities promoted to schools included for example: Athletic at the Community Track, Ashden Less CO2, Canal and River Trust GO! school event. – Revised education strategy agreed with the CED partners. – UCL Engineering tutoring programme recruitment of schools underway (5 primary and 5 secondary). Sessions to start November. – Sadler's Wells initial activity commenced at Mossbourne Riverside Academy – London College of Fashion's fashion learning resources developed
<p>Hold National Paralympic Day.</p>	<p style="text-align: center;">COMPLETE</p> <p>Held on 15 July 2017 as part of the Liberty festival on the Park.</p>
<p>Deliver successful Park Champions programme.</p>	<p>Investor in Volunteers status awarded. Most recent volunteer numbers (April 2017) show 345 volunteers, of which 46% are local, so far 3504 hours volunteered. Female/male split 36/64%.</p>
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst the Cultural and Education District partner institutions to engage local communities.</p>	<p>Chobham Manor's Living Arts Festival took place in this period.</p> <p>East Wick and Sweetwater: Action plan for 2017 developed. Library Working Group established with EWS and first meetings held. Site relations planning underway for Specified Infrastructure Works.</p> <p>London Stadium: Community steering group reactivated with LS185- focus on the community track.</p> <p>CED: Engagement activity of the CED partners currently focused on East Education programme.</p>

Target for 2017/18	Performance to date
Meet Motivate East targets (Feb 2016 – Feb 2018) – Throughput of 33,998 attendees taking part in inclusive sport.	Figures to Aug 2017 show throughput of 37,402. Overall target for the two year programme has been met after 18 months.
Meet APAP targets: Throughput from March 2017 to Feb 2018: 84,032.	Figures to Aug 2017 show throughput of 44,943.
The GDI Hub’s first major call to industry was announced by the Mayor of London at London Tech Week in June 2017 and the GDI Hub has recently recruited its Disability Innovation Board.	Develop the Global Disability Innovation Hub by delivering the programme and handing over leadership to UCL.

COMMENTARY ON INSPIRE MILESTONES

LLDC has continued to work with partners on the delivery of a world-class **Culture and Education District (CED)** on the Park. Work has been progressing on the masterplan for the cultural and educational buildings on Stratford Waterfront. Work on UCL East has continued on the design of the Marshgate (South Lawn academic facilities) and on the Pool Street mixed used student residential and academic facilities by UCL and the outline planning application was submitted in May 2017. UCL and LLDC have been in discussions on revised delivery arrangements for the facilities.

UCL’s new space at Here East launched on 15 September 2017. UCL Here East is designed to be a collaborative space unlike any other, bringing together The Bartlett, UCL’s Faculty of the Built Environment, and UCL’s Faculty of Engineering. For the first time, disciplines from architecture to computer science, real estate to robotics, are blended in novel ways enabling UCL to provide new programmes in a ground breaking teaching and research facility.

The **Global Disability Innovation Hub (GDI Hub)** is a hub for academic excellence, innovative practice and co-creation; harnessing technology for good. A world leader in inclusive design, the GDI Hub spans the sectors of sport, the built environment, accessibility, art, theatre, dance and assistive technology. On 13-14 July hundreds of people joined the GDI Hub at the Park for the world’s first Global Disability Innovation Summit. The inspiring, dynamic and energetic event explored the potential of design and innovation; covering everything from wheelchairs and wearable tech, to art, culture, charity, corporate and sport. Speakers from the World Bank, World Health Organisation, UNICEF, Microsoft, Barclays, the BBC, Channel 4 and the British Paralympic Association, joined GDI Hub Chair Lord Chris Holmes MBE, Paralympians, comedians, academics and artists to set out a new manifesto for disability innovation, that puts disabled people at the heart of the development and design process. Other achievements of the GDI Hub include: the establishment of the Disability Innovation Advisory Board made up of 16 members from across three continents; commencement of a new MSc course titled ‘Disability, Design and Innovation’; three research projects underway; and the launch of six initial funded PhD studentships.

LLDC's **sports participation** programme ran an extensive programme, Active August, this summer. There were over 300 free activities open to adults, children and families of all ages and abilities. These included paddle boarding sessions, beach cricket, soccer, volleyball and yoga, and Para Sports including Boccia, Sitting Volleyball and New Age Kurling. The sessions were very well attended with over 7,000 people taking part during the month.

Community Engagement and Participation

Chobham Manor's **Living Arts Festival** took place in the Timber Lodge Café and on the Park on 26 August 2017. The festival included interactive and creative workshops including painting, drawing, pottery, African drumming, plus live bands dance performances and food stalls and attracted around 2,000 people.

The Legacy Corporation and the V&A worked together on an exciting youth engagement programme, which saw 10 young people aged 14 – 21 years old from our **Legacy Youth Voice** group perform at the V&A. To mark the development of the V&A's Exhibition Road Quarter the V&A and LLDC ran a joint youth engagement programme around housing, sustainability, innovation and public spaces. A range of range of activities and workshops were hosted, culminating in a youth event titled "Futuropolis" which took place on the 12 August to celebrate the opening of the new V&A entrance and made the link with the future V&A offer coming to Stratford.

As part of this 12 month programme the Young Poet Laureate for London, Caleb Femi, was commissioned to work with our Legacy Youth Voice to devise a piece of poetry to perform at the festival. Our young people wrote and spoke about their views, hopes and concerns for young east Londoners around housing and the built environment and perform these in the courtyard at the opening festival. This was a great way for our young people to represent east London and engage with audiences at the V&A about things that really matter to them. The poem was also very well received when it was performed at a recent LLDC all staff meeting.

Our **Park Champion** volunteers have given over 11,000 hours to the Park so far this year. On the 28 September, over 100 of our regular volunteers attended the annual Thank You event at The Last Drop, Podium. At the event for the first time we presented awards to partner organisations that have gone the extra mile in working with our volunteers; Partner of the Year (LS185) Best collaborator of the year (Tower Project) as well as recognising our Volunteer of the Year (Mark Orton). We are delighted that our Park Champions programme achieved Investor in Volunteers status and was awarded the IIV certificate in recognition of the best practice volunteer programme we run.



Following the success of the first "**Your Neighbourhood Talks**" session in March 2017 where 184 local residents joined us and Park partners at the Stadium, a 6 month programme of Your Neighbourhood Talks has been developed as a vehicle to pull all park partners together and engage directly with local residents. The second one took place in September 2017 at Loughborough in London with over 100 residents in attendance, along with all our park partners. Feedback has been very positive with residents saying they really value the direct and open dialogue they have with LLDC.

The **Mobile Garden** at Chobham Manor comes to a close with the end of the growing season. Since it opened in 2015 it has welcomed over 4,000 visitors. A close partnership with Chobham Academy has been established particularly focusing on those children with Special Educational Needs. Regular Park Champion conservation volunteers have helped manage the site and a local resident has even set up and run his own bike repair social enterprise from the site. The Mobile Garden will close for the season with a final community event on the 30th October 2017. It will then relocate as planned to East Wick and Sweetwater site over the winter ready for re-opening in Spring 2018.

Hub 67 (our community centre in Hackney Wick) run by the local Yard Theatre has gone from strength to strength. Since 2016 it has welcomed nearly 8,000 users and now boasts a regular programme of weekly activity including two youth theatre groups, an afterschool club (which helps build bridges between local artists and the young residents), stay and play sessions, senior citizens classes and a schools programme. The Hub’s programme covers all ages but has a specific focus on young people, as identified by the community as the primary need. The Hub is growing a strong user base locally and has also secured funding from contributions Tower Hamlets Council and the Garfield Weston Foundation. In recognition of this, the lease has been extended until 2019 in line with the Hackney Wick development plans.



KEY RISKS

Summary	Impact	Mitigation	RAG
Risk that the Culture and Education District will be delayed or costs will be more than anticipated.	Significant financial implications and programme delays.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Coordination with Planning. Engagement with HMRC.	R
Risk to Culture and Education District funding.	Significant financial implications and programme delays.	Close working with Foundation for Future London. Development of Business Case for the project. Ensure viable, high quality design of Residential.	R

DELIVER

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

Work in this area includes functions to support the delivery of the Legacy Corporation’s objectives through services including finance, human resources, IT and Information management, programme management, legal and procurement. This section also covers the Communication, Marketing and Strategy directorate which is responsible for the external reputation of the Legacy Corporation and Queen Elizabeth Olympic Park, and defines the way we manage all of our external activity and relationships. In addition, it is responsible for shaping the long-term organisational goals and ambitions, through its strategy work.

PROGRESS AGAINST DELIVER MILESTONES

Milestones for completion in 2017/18	Estimated date and comment
Annual Environmental Sustainability Report published.	The report is scheduled for publication in the next period.
Advanced mobility prospectus launch.	Funding and other opportunities for autonomous vehicles on the Park are being examined.
Progress IT service delivery re-procurement.	Decision made on service approach. A structured discovery framework has been put in place and preparation work continues.
Health and safety Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.	There have been no reportable accidents in this period representing a rate of 0.0.

Milestones for completion in 2017/18	Estimated date and comment
Unqualified annual accounts for 2016/17.	<p>COMPLETE</p> <p>Accounts for 2016/17 signed off by the Board and unqualified audit opinion issued in July 2017.</p>
Commence public consultation on scope of Local Plan review.	Initial consultation due to commence in the next period, see update below.

COMMENTARY ON KEY PROJECTS

Planning

Local plan review: preparations for the initial public consultation on the scope of any changes that will be made as the Local Plan is reviewed and revised, have continued. Consultation material has been prepared and procurement has been undertaken to secure a provider for an online consultation platform. A report seeking agreement of the Board to this first stage consultation and the proposed approach that is planned was considered and agreed by the Board at its September meeting. Early engagement will commence in the next period followed by a period of community and wider stakeholder consultation and engagement before the scope of the review is finalised in early 2018.

The Roach Point Bridge planning application was approved by the Planning Decisions Committee (PDC) at its September 2017 meeting. Three planning applications for aggregate related development at Bow East were also considered at PDC in September. The three applications were refused permission (a fourth planning application for an asphalt block making plant at the Bow East site will be reported separately to PDC in November or December). The applicants have a right to appeal to the Secretary of State against the decisions to refuse permission and have 6 months within which to do so.

In light of the above decisions and following a review of the Bow Freight Campus work by Network Rail’s Property Board, further work is being planned with NR on innovative approaches to developing the Bow East site, including rail freight innovation with associated land release for other development, including the potential for housing.

Discussions are ongoing with International Quarter London (IQL) on their amended masterplans for both their north and south sites, with formal planning submissions expected in summer 2018.



Governance

The appointment of Sir Peter Hendy CBE as the new Chair of the Legacy Corporation was confirmed following the London Assembly’s Confirmation Hearing Committee meeting on 17 July 2017. Sir Peter chaired his first meeting of the LLDC Board on 25 July 2017.

This period also saw the announcement that David Goldstone CBE is to leave his position as Chief Executive of LLDC to take up the role of Chief Operating Officer at the Ministry of Defence. Sir Peter Hendy CBE said: “David Goldstone CBE has been an outstanding Chief Executive whom I have been proud to work with, in different capacities, over the last ten years ... In the last three years Queen Elizabeth Olympic Park has gone from strength to strength. Under David’s leadership, LLDC and its partners have transformed the lives of many thousands of people who now live in the new homes that have been built, or work in the new jobs that have been brought to east London. Further, over 15 million people have visited the Park and its venues.” Recruitment for a new Chief Executive has commenced.

Business Planning

The 2017/18 budget submission was approved by the Board in March 2017. The budget has been updated to reflect the 2016/17 year end actual outturn and the revised budget (including rollovers) was approved by the Board in July 2017.

The revision to the Corporation’s long term model is currently under review pending the outcome of the Mayor’s Review on the Stadium, the impact of the updated plans for the Cultural and Education District and on how the Mayor’s long term housing strategy is to be implemented. We are also factoring in revised assumptions on inflation. An update was given to the July 2017 Board meeting and we aim to progress this following Board discussion of the housing strategy in the next period. Guidance for the Mayor’s 2018/19 budget submission has been received and the budget is due for submission on 29 November 2017.

Sustainability

The first trial of a public-facing, fully electric, autonomous vehicle began on Wednesday 6 September, covering specified routes in the north Park, and has been operating successfully to date. This is the first trial in the UK of a driverless bus (rather than a car), and the first trial in the UK where members of the public are able to get on the bus without pre-booking a slot. Feedback to date from members of the public has been very positive with over 100 members of the public trying the bus in the first two days of operation. The Secretary of State for Transport, Chris Grayling, attended the press launch of this trial which has received positive coverage from the BBC, Times and Evening Standard.



The trial is being delivered in partnership with Keolis (who operate the Docklands Light Railway), Nayva (a French manufacturer of autonomous vehicles), ENGIE (who are sponsoring our volunteers to support the trial) and Here East (who are providing overnight charging and parking facilities). The trial will run to the end of September.

Communications, Marketing and Strategy

Significant support was given to events staged on the Park during the summer including the Apprenticeship Awards at Here East, Liberty Festival, international athletics and other community events such as the Living Art Festival and the Harvest Stomp. The 30 sessions of the Para Athletics and IAAF events in particular, spread over 20 event days, attracted more than 1,000 accredited media to the Park. The global television audience alone for the hundreds of hours of television programming was in excess of 400 million (for context the BBC’s Global Audience Measure for 2016/17 for its entire news and entertainment output was 372 million). Coverage through print and social media channels

was equally dominant as you would expect for the world's third largest sporting event, and the Queen Elizabeth Olympic Park brand was woven throughout, including wraps around the Stadium and track-side branding.

In addition, LLDC took on responsibility for managing unaccredited media, facilitating live and pre-recorded coverage on event days and using the opportunity to tell the wider legacy story on the fifth anniversary of the London 2012 Games. The exposure achieved for the London Stadium and Queen Elizabeth Olympic Park was huge and almost universally positive. The events themselves were heralded as a great success and the London Stadium in particular was roundly praised as an excellent venue. This has provided an exceptional opportunity to reconfirm the London Stadium as a world-class multi-use venue as we prepare to re-enter the naming rights market.

The profile of the Athletics was also used as a launch pad for a large scale destination marketing campaign, aimed at those coming in to London as tourists, and key areas outside of London. Using a combination of out-of-home advertising, online marketing, an advertising partnership with Time Out, and a range of itineraries for Park visitors, we reached over 11 million people with messages about the Park as a great day out. In addition, we ran a major campaign for the ArcelorMittal Orbit throughout the summer, driving the highest ticket sales since Games-time, and generating an uplift of nearly 40,000 website visits; and supported the Park's Active August sports programme with a range of digital advertising and posters – building on the success of last year with the highest levels of viewing of our promotional videos (and the highest level of programme participation) so far.

The Apprenticeship Awards staged at Here East were supported through the creation of new video content and other collateral coupled with PR support. Other initiatives supported through marketing and communications activity included the trial of autonomous vehicles on the Park; the Smart Park 'Tales of the Park' interactive information project; and the Your Neighbourhood Talks community event. A large amount of work was also put in to the Leading London conference during this period, with invites being distributed; adverts appearing through a range of Evening Standard channels; and the event format and production elements being agreed and implemented. Preparation was also undertaken for the hoarding works that will be necessary once the North-South highway developments begin.



Health and Safety

Following the tragedy at Grenfell Tower in June 2017 LLDC completed an audit of the cladding on LLDC's portfolio of buildings, the outcome of which was reported to the July Board meeting. A wider review of how health and safety risks are managed across the Corporation has been completed subsequently. The review has largely found that the managers and their teams understand their responsibilities, seek to actively manage risk and have developed systems for oversight and intervention that are reassuringly thorough; it has concluded that there were very few opportunities for improvement, which are now nonetheless being acted upon.

The below text is the regular report from LLDC's Health and Safety consultant, Lawrence Waterman. This period has seen 28 major event days from stadium, 5 on the Park and 2 in the Copper Box Arena; together with planned 5k and 10k runs and other small events. Park visitor numbers have increased across the period with the weather remaining good with hot spells: medical incidents have increased with 58 occurring across the month in the Park and public realm, proportionate to the visitor numbers.

Key health and safety incidents;

- There was a large scale public order disturbance at a boxing event in the Copper Box Arena, attended by the police. Post-incident debrief sessions have occurred together with the Venue Operator and Event Owner and lessons learnt taken forward to ensure risk of future incidents occurring is minimised.
- Two instances of youth activity at the beginning of the period where knives were reportedly seen: both cases were dealt with by the Police.
- A boy racing a friend on their bicycles through the Park fell off his bike suffering some deep cuts. London Ambulance attended after Security provided first aid.
- A woman went down the slide in the Tumbling Bay play area, and as she reached the bottom she apparently injured her back. When she came off the slide she momentarily blacked out. Her school doctor was on site and administered first aid. She was taken to hospital.
- A cyclist on the BMX track at velopark fell off his bike and suffered a large injury and laceration to his hip, this was treated by HEMS and local LAS crews due to severity. Casualty taken to Royal London hospital.
- A cyclist fell off his bike on Copper St, an ambulance attended site. There were no obvious hazards on the road, a review of the CCTV footage shows the cyclist taking the corner quickly & falling off his bike.
- A cyclist collided with a young boy by the Tumbling Play Area, members of the public went to the Velodrome for assistance and London Ambulance was called.
- A cyclist collided with a person on Stitch area.
- A person was riding a mobility scooter and while looking at his map he collided with a park bench, he injured his leg just below his right knee.
- There was an incident of sexual assault that took place that was stopped by park security – it appears this may have been part of a gang initiation and has been passed to the relevant police functions to investigate.
- There have been four instances that have been identified of persons climbing to height on the AMO via the external staircase, in one instance this caused a panel on the stair roof to partial collapse.
- There have been two plane safety issues reported – one due to a drone and the other due to a lazer pointer being shone at a cockpit.

Reassurance patrols and partnership working with police continue. Spectator safety remains a key focal point for park operations management; this is in relation to stadium events and the ingress/ egress route security, safety and spectator flows.

Construction

Good standard being maintained by housing development contractors. Of particular note is the continuing focus on public safety with all sites maintaining good boundary security and managing site access well. There have been a number of events during the period and no construction related incidents involving members of the public have been reported.

The **Bobby Moore Academy** primary school site completed in this period with no reportable incidents which is a significant achievement. Following site assessment at secondary school site the contractor has enhanced the riser protection using proprietary equipment rather than scaffold. It is encouraging to note that development contractors continue to work with LLDC in improving site safety standards.



Waterways

Works completed with no incidents reported, and excellent collaboration between the contractor and LLDC.

Stadium

The Phase 2 transition was completed in readiness for the summer athletics programme. The phase 3 transition has subsequently completed. The 3 phases have been exceptionally well managed with excellent collaboration between the contractor, LLDC and the Stadium operator. Each phase was completed with a lessons learned review which helped to enhance safety and productivity on the project.

On 28 July a fire occurred in a welfare cabin of the South Park compound. Following investigation by the London Fire Brigade their assumption was that the fire was likely to have been caused by clothing left near to a heater. No persons were injured and the contractor followed their prescribed procedures in both reporting and investigating the incident. A number of lessons learnt were implemented including the placement of fire detection systems in welfare cabins.

Hackney Wick Station

The contractor continues to manage the site to a high standard, including PPE compliance and there appears to be good coordination with neighbouring contractors as further developments commence in the vicinity.

Management of tower crane activities reviewed in depth on Chobham Manor and found to be of good standard. Crane rescue drill had been undertaken.

Staff health, safety and well-being

The GLA's Healthy Workplace Charter has been awarded to LLDC with 'Achievement'. Mace and LLDC teams have been working closely in developing and implementing a well-being strategy which has resulted in significant improvements in staff moral.

There were 2 days with only 2 lifts working towards the end of September, however this has now been rectified and there haven't been any issues since.

One accident reported in the office at 1 Stratford Place. A member of staff slipped on a file that had been put on the floor and hurt their wrist. This was reported correctly and the person in question has been in work as normal. A temporary cabinet has been supplied for filing, but facilities will be taking it back after 2 months as it's not a long term solution. Reminder sent around about keeping walkways clear.

One member of staff at 1SP was taken to Moorfields eye hospital after First Aider couldn't clear grit with eyewash. Employee is now fully recovered.

We have had no update from Westfield on the bollards in the bus station yet. Currently the bollards do not lift when the building has been evacuated, causing H&S risks when congregating at the 1 Stratford Place meeting points with buses still driving in and out of the station. We will be following this up at the next meeting.

Following completion of the Park HQ Fire Evacuation Procedure a fire drill at Park HQ took place on 17 August 2017. People started to evacuate immediately and the building was signed off as evacuated in 4 minutes 11 seconds. Following observations made during the evacuation a number of recommendations for improvement have been made which are being implemented. Another drill will be conducted in three months (sooner than the recommended six months). Once improvements have been made to Fire Marshal responses and building clearing times, we will revert back to six monthly drills.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk relating to the delivery of revenue budget savings year on year and ensuring funding is secured.	Financial and/ or delivery impacts. Reputational impacts.	Effective budgeting and cost management and cost risk reporting. Implement commercial strategy, tighter focus on housing development. Efficiencies and savings reported quarterly to the GLA.	R
Risk relating to the delivery of E20 Stadium Business Plan; current issues not resolved and structural changes are not made.	Financial and impacts.	E20 Stadium LLP Board and funders considering commercial options. Mayor's Stadium review ongoing.	R

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk of negative outcomes for LLDC of the Stadium Investigation.	Significant reputational impacts.	Close work with GLA; communications strategy.	R
			
Risk of impact of changes to Board membership on timeliness of decision making.	Programme impacts.	Induction plans and briefings for new Board members.	A
Risk about successful implementation of the Local Plan.	Reputational impacts.	Progress reporting including annual monitoring report.	A
Risk relating to the need to identify and implement savings in Park operational contracts.	Reputational, operational and financial implications.	Savings being identified, contractual negotiations ongoing.	A
Risk relating to the potential impact of policy change on the Corporation.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU.	A

KEY RISKS

Summary	Impact	Mitigation	RAG
Amber risk about the impacts The possibility of health and safety failures on site.	The possibility of serious injuries or fatalities, the consequences of which may include significant delays and reputational damage.	A comprehensive health and safety programme is in place, designed to identify and manage the construction risks and led actively by LLDC and its project management partner.	A
Risk relating to failure to embed fraud and assurance processes.	Significant financial and reputational impacts.	New finance implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	A
Risk relating to the success of off-Park developments.	Significant financial and reputational impacts.	Local Plan approved and being implemented. Work ongoing on development opportunities including Hackney Wick, Pudding Mill Lane, Bromley by Bow.	A
Risk relating to information security non-compliance.	Potential loss, theft or corruption of data with reputational and financial impacts.	Information security gap analysis complete, action plan being implemented. Ongoing information security briefings.	G
LLDC's Chief Executive, David Goldstone, is leaving the Corporation on 29 November 2017. There is a risk that recruitment of a successor is unsuccessful or delayed.	De-stabilising impacts on LLDC and the realisation of its objectives.	Close working with recruitment company in place to manage the recruitment process which is underway. Coordination with the Mayor's office and LLDC's Chair and Board. Interim CEO appointed and handover being established. Providing regular communications to staff, stakeholders and partners on the recruitment process.	G