

**CORPORATE
PERFORMANCE
JUL-SEP 2018
Q2 2018**

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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 milestones and targets are set out in the 2018/19 Budget <https://www.london.gov.uk/sites/default/files/finalconsolidatedbudget2018-19.pdf>, 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>) along with other milestones and targets selected to reflect the Corporation's major activities and workstreams.



SUMMARY OF PROGRESS IN THE QUARTER JULY TO SEPTEMBER 2018

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

- Completion of the Bobby Moore Academy secondary school for the new school year.
- First construction contract awarded for East Bank Stratford Waterfront. RIBA design stage 3 complete.
- UCL appointed their contractor for the main East Bank academic building.
- Foundation for Future London's co-chairs, Baroness Lola Young and Sir David Bell, took up their positions.
- Confirmation of £10m Government funding for the Global Disability Hub's AT2030 programme and hosting the Global Disability Summit on the Park.
- Launch of the Fashion District at Christopher Raeburn's studio in Hackney.
- Piling commenced for next phase of Chobham Manor development.
- Site preparation works commenced on phase 1 of the East Wick development.
- Completion of athletics programme in the London Stadium followed by successful transition to football mode for West Ham United's first home match of the 2018/19 football season.
- The Park awarded Green Flag Status for the fifth year in succession.
- High Ropes attraction received planning permission.
- Park Training Association established with first Board meeting held.
- Completion of the Creative Opportunity Programme, a two-week pre-employability programme for the creative industries.
- Commenced pilot project to support minority ethnic pupils in East London schools to professional and technical apprenticeships.
- Unqualified accounts for LLDC and E20 LLDC approved by Board in July 2018.

Aims for next period

- Shrouds of the Somme installation will open in the South Park Lawn which will mark 100 years since the end of the First World War.
- Planning applications to be submitted for Stratford Waterfront and UCL East.
- Contract awards for ongoing Stratford Waterfront construction procurements.
- Summer 2019 stadium concert announcements.
- UCI Track Cycling World Cup held at the VeloPark in December.
- Hold the East Works Awards at Here East on 1 November.
- First cohort of LLDC's Shared Training and Employment Programme (STEP) complete their 12-month programme and new participants begin the next programme.
- Revised Local Plan approved by Board and out to public consultation.
- Submission of 2019/20 budget to the GLA.
- Appointment of operators for Park kiosks and the Timber Lodge Cafe.
- Hold Climathon with a focus on circular economy principles.

FINANCIAL PERFORMANCE SUMMARY

	Month Sep 18			Year to 30 Sep 18			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income									
Development	0	0	0	(307)	0	(307)	(443)	(760)	317
East Bank	0	(540)	540	0	(1,989)	1,989	(58,579)	(57,534)	(1,045)
Total Capital Income	0	(540)	540	(307)	(1,989)	1,682	(59,022)	(58,294)	(728)
Capital Expenditure									
Development	1,026	2,611	(1,585)	9,349	16,362	(7,013)	31,086	43,916	(12,830)
Executive Office	5	8	(3)	15	50	(35)	100	100	0
Finance, Commercial and Corporate Services	69	179	(110)	738	1,017	(279)	1,869	1,694	175
East Bank	2,179	3,903	(1,724)	10,043	15,842	(5,799)	30,539	29,034	1,505
Park Operations and Venues – excl Trading	417	514	(97)	1,028	2,144	(1,117)	5,370	6,609	(1,239)
Regeneration and Community Partnerships	32	31	1	105	211	(106)	445	1,124	(679)
Stadium	1,996	2,211	(215)	10,465	13,269	(2,804)	27,550	26,537	1,013
Contingency (Cap)	0	0	0	0	0	0	8,465	11,365	(2,900)
Total Capital Expenditure	5,726	9,459	(3,733)	31,743	48,895	(17,152)	105,424	120,379	(14,954)
Net Capital Expenditure	5,726	8,919	(3,193)	31,436	46,907	(15,471)	46,402	62,085	(15,682)
Revenue Income									
Executive Office	(2)	0	(2)	(15)	0	(15)	(29)	0	(29)
Development	0	0	0	0	0	0	(120)	(120)	0
Finance, Commercial and Corporate Services	(33)	(7)	(25)	(196)	(44)	(152)	(391)	(87)	(304)
Park Operations and Venue – excl Trading	(394)	(289)	(105)	(2,414)	(2,002)	(412)	(4,068)	(4,103)	35
Park Operations and Venues – Trading	(832)	(558)	(274)	(4,314)	(3,610)	(704)	(7,596)	(7,220)	(376)
Planning Policy & Decisions	(295)	(142)	(153)	(878)	(850)	(28)	(1,900)	(1,700)	(200)
Regeneration and Community Partnerships	0	0	0	0	0	0	0	0	0
Total Revenue Income	(1,556)	(996)	(560)	(7,816)	(6,505)	(1,311)	(14,104)	(13,230)	(874)
Revenue Expenditure									
Communication, Marketing and Strategy	124	165	(41)	760	881	(121)	1,692	1,837	(145)
Development	(23)	13	(36)	13	63	(50)	116	128	(12)
Executive Office	180	207	(27)	1,052	1,243	(190)	2,397	2,485	(88)
Finance, Commercial and Corporate Services	459	511	(52)	2,770	3,067	(297)	5,928	6,164	(236)
Park Operations and Venues – excl Trading	911	702	209	4,071	4,229	(159)	8,782	8,439	343
Park Operations and Venues – Trading	894	705	189	4,434	4,232	202	9,178	8,464	714
Planning Policy & Decisions	240	234	6	1,378	1,407	(28)	2,990	2,813	177
Regeneration and Community Partnerships	153	297	(144)	944	1,599	(655)	2,883	3,351	(468)
Stadium	(25)	0	(25)	81	0	81	0	0	0
Contingency	0	0	0	0	0	0	553	1,186	(633)
Total Revenue Expenditure	2,915	2,835	80	15,504	16,720	(1,216)	34,519	34,867	(348)
Net Revenue Expenditure	1,359	1,840	(480)	7,688	10,215	(2,527)	20,415	21,637	(1,222)

	Month Sep 18			Year to 30 Sep 18			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading									
Timber Lodge Café	(6)	10	(16)	20	21	(1)	42	42	0
ArcelorMittal Orbit (AMO)	30	(65)	95	(234)	(392)	157	(208)	(783)	575
The Podium	(147)	18	(165)	(56)	(51)	(4)	(103)	(103)	0
London Aquatics Centre	155	151	4	1,043	877	167	1,527	1,753	(226)
Copper Box Arena	57	77	(20)	440	423	17	823	847	(24)
3 Mills Studio	(26)	(42)	16	(1,001)	(251)	(750)	(252)	(502)	250
Off Park Properties	(1)	(1)	0	(92)	(5)	(87)	(247)	(10)	(237)
Total Trading Net (Surplus)/Deficit	62	147	(85)	121	622	(501)	1,582	1,244	338

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	326,012	25,013	46,402	372,414	97,586	107,586

S106 & OPTEMS balance (£000)	15,290
CIL balance (£000)	2,059

Capital

- Capital receipts for the Hackney Wick Neighbourhood Centre were originally anticipated for 2018/19; however following delays, these are now expected to be received in 2019/20. The rest of the budgeted capital income is currently expected to be realised this financial year. In addition, the last of the Phase 1 income for Chobham Manor was received in August.
- The UCL Premium is due to be received when the lease becomes unconditional, which is expected to be during this financial year.
- Some enabling works have been brought forward from future years into 2018/19 for Stratford Waterfront (part of the East Bank project), which is the main driver of the forecast overspend on East Bank capital expenditure this year. This forecast overspend is lower than previously anticipated following a review of the programme – note this is not an overall project overspend.
- The 3 Mills River Wall works were due to be completed by the end of 2018/19 but are now expected to run from March to July 2019, as a result the majority of this budget will be spent in 2019/20.
- The Legacy Community Scheme infrastructure budget (Within Development) is forecast to under spend due to changes in the spend profile on a number of key development projects, including the development at the Pudding Mill Lane site.

- There are currently £2.9m of draws on capital contingency including key items such as development feasibility work (£0.2m), footpath resurfacing works (£0.5m), East Bank resourcing (£1.0m) and Hackney Wick Station works (£0.9m).

Revenue

- Revenue income is forecast to be slightly ahead of budget. This is mainly due to higher than planned programming and events income (in Park Operations and Venues).
- Revenue expenditure is expected to be below budget for the year. There are anticipated overspends on Programming and Events due to some ground remedial works on the North Park following the Tough Mudder event. However, this is offset by several small anticipated under spends across LLDC.
- 3 Mills River Wall repair works are due to commence in quarter 4 of 2018/19 which may reduce 3 Mills Studios' capacity for filming space and result in a loss of income (within Trading). Bookings have been secured to enable the Studio to deliver a surplus for the year, however this is lower than budgeted because of the works.
- There are currently £0.7m of draws on revenue contingency including key items such as security (£0.3m), Hostile Vehicle Mitigation maintenance (£0.1m), Stadium bridges maintenance (£0.1m) and void costs for Hackney Wick properties that are due to be developed (£0.2m).



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 2018/19	Performance and commentary
Further completion of residential units at Chobham Manor.	196 homes in blocks 1A, 1D and 1C are all now complete and occupied. Block 1B is also complete apart from 1BA which is scheduled for completion in January 2019. Phase 2 piling commenced in this period.
Completion of construction of the Bobby Moore Academy secondary school site.	COMPLETE The school opened in September 2018.
Start on site at East Wick and Sweetwater.	COMPLETE Enabling work commenced in this period.
Pudding Mill developer procurement launched.	Development of business case to commence following agreement of housing strategy with LLDC Board and the GLA.

Milestones for completion in 2018/19	Performance and commentary
Progress development strategy for Bromley by Bow.	LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications submitted to the Planning Decisions Committee (by Lindhill and Danescroft) were approved and have subsequently been given consent by GLA. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.
Hackney Wick Neighbourhood Centre development partner procurement underway.	The procurement strategy to select a development partner was approved by LLDC's Investment Committee in June 2017. The aim is to commence procurement in the next period.
Complete the Hackney Wick station improvement works.	<p>COMPLETE</p> <p>Network Rail completed construction works on the new station entrance which opened on 18 May 2018. The remainder of the construction works on the Station are due to be complete by the end of this financial year.</p>
Progress Stratford Station improvement works.	Good progress has been made on agreeing a funding package specifically for a new entrance at Carpenters Estate and work is ongoing with TfL on other potential schemes.
3 Mills river walls repair work undertaken.	Procurement for a contractor for this work ongoing.
3 Mills future use agreed.	Discussions with GLA and partners ongoing ahead of presenting a delivery strategy to the LLDC Investment Committee.
Agree delivery strategy with LB Newham for Rick Roberts Way.	Work continues with joint landowners LB Newham and stakeholders to reach agreement on a delivery strategy and programme ahead of aiming to agree a timeline and objectives.

COMMENTARY ON KEY LIVE PROJECTS

Work has continued on construction of the Legacy Corporation's first housing development at **Chobham Manor**, providing over 850 homes. Block 1B is complete apart from 1BA which is scheduled for completion in January 2019. 196 homes are now occupied at the development. Construction work for Phase 2 (207 homes) is underway: Block 2A is progressing well and is on track to complete at the end of 2018. Blocks 2B, C and D works are on target to complete in spring 2019. Piling works for phase 3 of the development commenced in this period.

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.

Enabling work commenced in this period.

The Reserved Matters Application for phases 2 and 3 construction will now be submitted jointly in summer 2019 following completion of design work.

LLDC funded infrastructure works related to the development were granted planning permission by the PDC at its March 2017 meeting. Construction work on Stour Road (H16) Bridge has continued and is due to complete in early 2019 along with the north/south road build. The Monier Road (H14) Bridge is due to start construction in late 2018/19.

Agreement has been made with the Mayor of London on a portfolio approach to affordable housing across all future housing developments, which would see 50% affordable across Hackney Wick Central, Pudding Mill Lane and Rick Roberts Way. Discussions are ongoing in relation to funding and delivering these developments.



Hackney Wick Central: the Planning Decisions Committee resolved to grant planning permission for Hackney Wick Central in April 2017, the masterplan covering the area around Hackney Wick Station. S106 Agreement is being finalised for presentation to GLA in the next period. Discussions with the GLA continue around affordable housing provision. The procurement strategy was approved by LLDC's Investment Committee in June 2017, with the aim to commence later in 2018/19.

Hackney Wick Station: the new station entrance opened on 18 May 2018 following construction work. The works are funded by LLDC including contributions from local boroughs and other stakeholders, and delivered through Network Rail and their contractors. As part of the works a new subway running north to south beneath the existing railway line has replaced the pre-existing footbridge and will eventually open up new pedestrian and cycle links between Wallis Road and White Post Lane, better connecting the boroughs of Hackney and Tower Hamlets. The subway features coloured concrete walls imprinted with chemical symbols to signify the area's industrial heritage and an illuminated glass wall to reflect the local waterways. The remainder of the construction works on the Station are due to be complete by the end of this financial year.

Stratford Station improvements TfL with LLDC are working together to consider improvements to Stratford Station in the light of the very high usage levels it is already experiencing. The station is a challenge at busy times such as football match days and demands on the station will increase significantly as the quantum of work space, homes, schools, colleges and leisure attractions grow. Good progress has been made on agreeing a funding package specifically for a new entrance at Carpenters Estate and work is ongoing with TfL on other potential schemes.

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.



Construction of the secondary school completed in September 2018 allowing year 7 and 8 students to begin their studies in the school. The primary school, having hosted last year’s Year 7, has now taken its first primary intake.

The secondary school has state of the art gym, dance studio and sports facilities as well as access to the London Stadium’s warm up track. The construction of the school commenced in November 2016 and completed on time and to budget to a very challenging programme. LLDC’s grant contribution of £1.85m to the school contributed to the high quality design with the façade being comprised of over 100,000 individually hand laid brick slips.

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 1 2018/19 one LLDC CIL payment was received.

Date received	Amount received
April 2018	£259,600.38
Total	£259,600.38

The Legacy Corporation also collects Mayoral CIL: no payments were made in this period during Quarter 1 2018/19 £102,066.03 was collected

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to capital and revenue income.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control. Close working with the GLA.	R
Risk relating to future housing development delivery.	Financial and reputational impacts.	Close working with GLA in particular on affordable housing, agreeing housing strategy, ensure attractive propositions to market.	R
Risk relating to current housing development delivery.	Financial and reputational impacts.	Close work with development partners, close economic and financial monitoring.	R
Risk relating to the success of off-Park developments.	Financial and reputational impacts.	Local Plan approved and being implemented. Work ongoing on development opportunities including Hackney Wick, Pudding Mill Lane, Bromley by Bow.	A
Electric capacity requires reinforcement.	Financial impacts.	Energy strategy commissioned, review and implement findings.	A
Risk relating to construction and development communications.	Reputational impacts.	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) have re-located into IQL. Other organisations such as Financial Conduct Authority (FCA), Cancer Research UK, the British Council and Unicef UK will 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 Hackney Wick Neighbourhood Centre all have existing and potential thriving business communities including a wide range of SMEs. The Here East development in the former Press and Broadcast Centre buildings on the Park is emerging as an important area for innovation with major tenants such as UCL, Loughborough University London, BT Sport, Studio Wayne McGregor, Hobs Studio and Sports Interactive already in place, and significant activity is emerging in the key modern industrial sectors of digital technology, creative, culture and fashion, and the automotive industry. The Park is becoming an innovation cluster with a global presence to stimulate economic growth benefiting people across the four boroughs. This has to be done in a way that complements and boosts existing local businesses (including SMEs), and which makes connections between businesses (big and small) that benefit them both and LLDC is actively encouraging the development of this network. Similarly, over the next five years, LLDC needs to support the development of effective links between the growing higher education presence on the Park and local businesses. The Legacy Corporation will use the higher education presence to support existing businesses and attract and generate new enterprises, an approach that should reach its full potential through East Bank (formerly the Culture and Education District).

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

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2018/19	Performance and commentary
Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.	This period saw delivery of a series of training courses including health and safety, site safety supervisory, and dry lining.

PROGRESS AGAINST MAJOR WORK MILESTONES

Milestones for completion in 2018/19	Performance and commentary
<p>Establish a Park Training Association.</p>	<p>COMPLETE</p> <p>Good progress has been made on the aim to create a Park-wide construction shared apprenticeship scheme with agreement made by the three major contractors on the Park (Balfour Beatty, Taylor Wimpey and Mace) to establish a Training Association. The first formal meeting of the Association was held in July 2018. A number of sub-contractors in the supply chain have also expressed interest in becoming involved.</p>
<p>Launch and delivery of Building Information Modelling curriculum in a total of 9 local schools and colleges.</p>	<p>Establishing mentoring programme for Balfour Beatty, Mace, ENGIE and Design graduates ready for autumn term delivery.</p>
<p>Provide start-up support to 45 entrepreneurs with Echo ++</p>	<p>Building on the success of the programme which has seen 201 business supported since 2016, with 75 from Host Boroughs. This year's programme commenced with the Echo weekender held in September with 27 entrepreneurs supported.</p>
<p>Shared internship model piloted with East Bank partners and replicated in Plexal and across other employment areas.</p>	<p>First cohort of the LLDC's Shared Training and Employment Programme (STEP) are completing the 12-month programme in October. Recruitment for next cohort undertaken for the next programme commencing in the next period.</p>
<p>Establish a training facility on the Park focusing on 3D printing and virtual reality.</p>	<p>Programme being developed.</p>
<p>Hold the East Works Awards (formerly Apprenticeship Awards).</p>	<p>The awards will take place on 1 November 2018 at Here East.</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 2018</p> <ul style="list-style-type: none"> • 24% of construction employees working on the Park are Host Borough residents* • 72% of the workforce are from BAME groups • 4% of the workforce are women • 3% 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 • 3–5% are disabled people • 5% are apprentices 	<p>Copper Box Arena and London Aquatics Centre workforce targets as of June 2018 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 69% workforce Host Borough residents • 37% workforce are from BAME groups • 48% workforce are women • 4% workforce are disabled people • There are 39 apprentices across the two sites <p>Estates and Facilities workforce targets:</p> <p>As of September 2018 the workforce performance is shown below:</p> <ul style="list-style-type: none"> • 64% workforce Host Borough residents • 60% workforce are from BAME groups • 31% workforce are women** • 6% workforce are disabled people • Apprentice figures to be provided when available

* Local performance in construction is below target as Taylor Wimpey transition across phases with a small workforce and the developer’s focus has been on resolving wider commercial issues with the scheme.

** Against contractual target of 30 – 42%.

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.

In construction performance is below the target for employees on the Park from the host boroughs: 24% against a target of 28%. However, it is anticipated that over the few months the percentage of local employees will increase as new subcontractors start on site and the workforce grows, and the LLDC is doing some targeted work with the supply chain labour agencies at Chobham Manor to focus their recruitment more locally.

Performance on disabled people as part of the workforce and women has been inconsistent, fluctuating above and below the targets, and it is to address these issues (and others such as ensuring consistent apprenticeship delivery) that the LLDC, Taylor Wimpey, Balfour Beatty and Mace have agreed to be founding members of the Park Training Association (TA) for construction.

The TA will be a formal (by way of a signed MoU) partnership that brings together the three employers above, as well as their supply chains, to work more closely together on shared recruitment and training needs. By providing a coordinated vehicle for aggregating demand, the TA will be a vehicle by which under-represented groups will be more effectively supported into construction jobs. The TA will be piloted to run alongside the growing construction programme at QEOP from 2019 with the major schemes at Stratford Waterfront, Eastwick and Sweetwater and Chobham Manor in full flow. The first Training Association Board meeting was held on 20 July where the Memorandum of Understanding and scope of activities of the Association will be discussed.

LLDC have raised local, women and BAME performance with GLL who are currently recruiting for a number of vacancies at both the Copper Box Arena and the London Aquatics Centre.

ACHIEVEMENTS IN THE LAST PERIOD INCLUDE:

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

The East Works Awards will take place at Here East on 1 November 2018, with a keynote speech from Deputy Mayor and LLDC Board member Jules Pipe CBE. The awards build on the success in previous years of the Apprenticeship Awards and will recognise apprentices, employers and entrepreneurs who are helping to make the Park such an exciting place to work.

This year we have had excellent engagement with Board members for the awards including sitting on judging panels, presenting awards and hosting partner tables: Sonita Alleyne is our joint host on the evening along with Jone Da Cruz, a previous Park apprentice, who is now employed by Taylor Wimpey in a site management role at Chobham Manor.

The first cohort of the LLDC's **Shared Training and Employment Programme (STEP)** are due to complete the 12-month programme in October. Six of the eight participants have already secured employment in the cultural sector at organisations such as Bow Arts Trust, Royal College of the Arts, Paines Plough Theatre, Random Dance, Somethin Else and NTS Radio. 10 new participants will start the programme at the end of October and will undertake two six month placements in two different areas of the creative sector. East Bank partners involved include: London College of Fashion, Sadler's Wells, V&A and UCL.

This year Park construction and design partners hosted a further 10 paid work placements for undergraduates to work with Stratford Waterfront architects Allies and Morrison, UCL East architects Lifschutz Davidson Sandilands, architects PRP and construction partners Taylor Wimpey. The 10 local students (60% women, 90% BAME) attended local schools and many of them progressed to local universities including University of Greenwich, University of East London and University of the Arts to study architecture and related disciplines. One of the architecture students who had completed her part 1 degree in architecture has now secured a one year Design Assistant role with LLDC.

The **Creative Opportunity Programme**, a two-week pre-employability programme for the creative industries has supported eight local residents into employment at organisations such as: Sutton House in Hackney, Studio Wayne McGregor in Here East, Arcola Theatre and Whitechapel Gallery. Three participants have been accepted onto further education courses and five are receiving mentoring from industry professionals involved in the programme. The rest continue to receive support through our partner organisations, A New Direction and Black Training and Enterprise Group.

LLDC have been working closely with LBs Hackney and Tower Hamlets to support their proposal to the Mayor of London for a **Creative Enterprise Zone (CEZ)**. This aims to ensure that low-cost workspace is made accessible to local businesses and the creative community in Hackney Wick and Fish Island. The CEZ proposal would also support the setup of a community benefit society and governing board that acts on behalf of the broader community interest and continues to grow the creative and cultural opportunities locally. We expect to hear the outcome in November.

The **Black Training and Enterprise Group** have been appointed and commenced a project to support minority ethnic pupils in East London schools to professional and technical apprenticeships. The Black Training and Enterprise Group are also working with West Ham United Foundation to deliver our East Works Careers Programme targeted at supporting local BAME 16-19 year old under-employed and unemployed people to further their careers. Delivery commenced in July 2018.

Here East (former Press Centre and Broadcast Centre):

Here East held a variety of large scale events in Q2: In July, the Department for International Development's Global Disability Inclusion Summit which saw 800 delegates visit for their two day conference and the V&A held their Open Doors 100 person event to celebrate 100 years of women having the vote. This saw community and tenants alike enjoy performances from Sadlers Wells and Studio Wayne McGregor, a pop up art gallery and workshops. September saw Samsung return to Here East to hold their launch of the next generation televisions and 1000 people attended Vuejs software conference.

Here East was part of Open House London in September, the world's largest architecture festival, providing insight into the regeneration of the campus and the building design.

Future occupancy increased across the quarter with Matches Fashion expanding their operation and acquiring two more offices that will be fitted out in Q3. The first tranche of creative businesses have now moved into the Gantry, managed by The Trampery.

Let space in Q2 sits at 66%, following the surrender of Infinity Data Centre. Works have commenced in the space to prepare for the V&A fit-out in



early 2019. Occupancy figures during Q2 sit at approximately 2800 visitors per day, with an increase to 3700 expected in Q3.

Local employment figures remain unchanged at 44% within the host boroughs but remain a high priority within Here East and our tenant community.

International Quarter London (IQL)

During this period the Planning Committee resolved to approve plans a new commercial building at IQL. This will provide 350,000 sq. ft. of new workspace across 22 storeys at the scheme, which is positioned at the gateway to the Park.

Around 6,300 employees are now established at IQL with the FCA and Unicef moving their headquarters to the development over the summer. They join TfL who moved to their new building, 5 Endeavour Square, in September 2017. Construction of the third commercial building is in progress, with space there pre-let to Cancer Research UK and British Council. Together they shall bring around 2,400 further staff to IQL when they move in late 2019 and early 2020 respectively.



KEY RISKS

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

VISIT

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



Arcadia festival ©Luke Taylor

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 2018/19	Estimated date and comment
<p>Support the delivery of a programme of major sporting events on the Park including major athletics, hockey and cycling events.</p> 	<p>Major athletics meets took place in the London Stadium in July and the Vitality Hockey Women’s World Cup at the Lee Valley Hockey and Tennis Centre were held in July and August. The ISSOT UCI Track Cycling World Cup series is scheduled to take place at the Lee Valley VeloPark from 14-16 December 2018.</p>
<p>Support the delivery of a major concert series in the summer including the Rolling Stones, Foo Fighters, Jay-Z and Beyoncé, Arcadia and Elrow Town.</p>	<p>COMPLETE</p> <p>Our major concert series in the London Stadium for 2018 has completed and the Arcadia festival was held on the Park in May. Elrow Town London festival took place on the Park in August.</p>
<p>Deliver two community events on QEOP (Great Get Together and Harvest Stomp).</p> 	<p>The Great Get Together was held on the Park in June 2018. The Harvest Stomp festival which was due to be held on the Park on 23 September 2018 was cancelled due to extreme weather forecasts, however content from the festival is due to be used at smaller community events in the next period.</p>
<p>Maintain Green Flag status for the Park.</p>	<p>COMPLETE</p> <p>The Park had its Green Flag status confirmed for the fifth year in a row in July 2018.</p>

Target for 2018/19	Performance and commentary
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Estimated 6m visitors to the Park.	Visitor numbers to the Park from April to September are estimated at 2.96m. This includes venue numbers, wi-fi based usage numbers and some estimation
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London Aquatics Centre throughput of 1m.	On target, figures from April to September 2018 show close to 540,000 visitors to the London Aquatics Centre.
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Copper Box Arena throughput of 445,000.	On target, figures from April to September 2018 show over 205,000 visitors to the Copper Box Arena.
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ArcelorMittal Orbit throughput of 180,000.	Figures for April to September 2018 show close to 95,000 visitors to ArcelorMittal Orbit.
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COMMENTARY ON VISIT ACTIVITIES

The Legacy Corporation, on behalf of E20 Stadium LLP 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.

The Mayor and LLDC are committed to working with West Ham, UK Athletics and Stadium operators LS185, to improve the Stadium's performance and finances. A Corporate Restructuring Officer is developing a plan to improve the Stadium's commercial performance with significant savings already having been secured and work underway in a range of other areas.

Following the success of the summer concerts at the Stadium in the previous period, the Stadium held the inaugural Athletics World Cup on 14 and 15 July and the Muller Anniversary Games on 21-22 July 2018. The Anniversary Games saw British athlete Tom Bosworth setting a new world 3,000 metre race walk record and a new world record set by 17 year old British wheelchair athlete Kare Adenegan in the T34 100m. The summer concerts in the Park.

A successful transition for the Stadium to football mode completed ahead of West Ham United FC's first home match of the 2018/19 football season.

Announcements relating to summer concerts in 2019 will be made in the next period.

Procurement is underway to appoint operators for Park kiosks and the Timber Lodge Cafe.

Events and Programming

An exciting summer of major music events on the Park completed with the return of the renowned Spanish festival Elrow Town London for its second year in the north of the Park on 18-19 August. This was a successful event with 28,000 attendees across the two days of the festival. Highlights included headline performances from Idris Elba and Fatboy Slim.



The 2018 Women's Hockey World Cup was held on the Park at the Lea Valley Hockey and Tennis Centre between 21 July and 5 August and supported by a free to enter Fan Zone which was operational during the whole tournament.

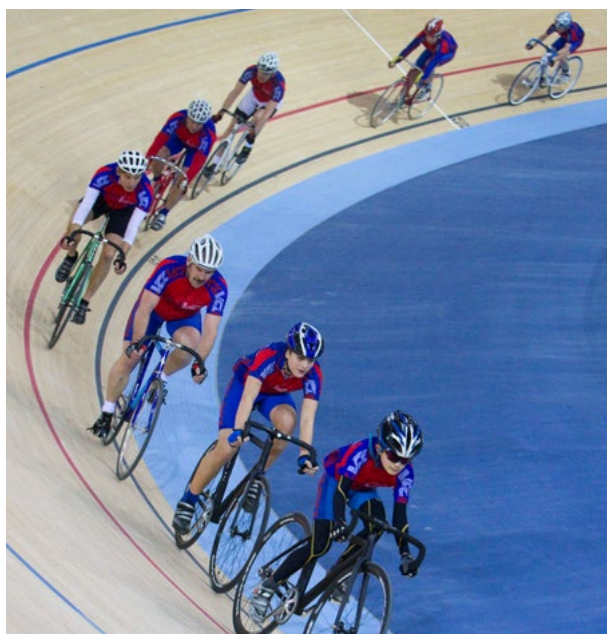
Active August returned to the Park, with over 100 free activities open to adults, children and families of all ages and abilities, including running, canoeing, football, volleyball and yoga.

The Great Willy Waddle returned to the park on 26 September, raising money and awareness for penile cancer. The Erdinger Oktoberfest commenced in this period, opening on Thursdays to Sundays between 27 September to 28 October.



Due to extreme weather forecasts, we were forced to cancel our community event, Harvest Stomp, which was scheduled to take place on 28 September. We are working on plans to use content planned for the event at other smaller events to be held in the future.

We continue to animate the Park with a series of events this year, including: British Fast5 All-Stars Netball in the Copper Box Arena on 13 October; British Basketball All Stars Championship on 14 October; Six Day London 2018 cycling at the VeloPark on 23 to 28 October; the ISSOT UCI Track Cycling World Cup series at the VeloPark from 14-16 December 2018; and in November the Shrouds of the Somme installation in the South Park Lawn which will mark 100 years since the end of the First World War. This which will see 72,396 shrouded figures laid out in rows, shoulder to shoulder, representing the British servicemen killed at The Battle of the Somme.



The Park was awarded Green Flag Status for the fifth year in succession in July 2018.

KEY RISKS AND ISSUES

Summary	Impact	Mitigation	RAG
Risk relating to security on the Park and the threat level.	Reputational, operational and financial implications.	Monitoring threat levels across the Park ensuring appropriate security resource and implementation of new initiatives.	R
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	A
Risk that 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.	G
Risk relating to Park visitor numbers and experience.	Financial and reputational impacts.	Marketing plan, good customer services, animation of the Park through events. Positive record of 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 (now known as East Bank) 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. East Bank will create new visitor attractions and will seek to attract knowledge-based industries to the Stratford site, linking to Tech City, Here East and beyond. Building on and working closely with the existing thriving arts and culture offer in Stratford and Hackney Wick, it will showcase London at its cultural and academic best.

Over the 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's College of Fashion, 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 2018/19	Performance and commentary
Progress delivery of Stratford Waterfront residential.	Agreement made with the Mayor of London on a portfolio approach to affordable housing across all developments, including Stratford Waterfront. Discussions continue regarding funding and delivery.
Stratford Waterfront town planning.	Following the completion of public consultation work has continued on producing the Stratford Waterfront planning application which is due to be submitted in the next period.
Full business case for East Bank approved by HMG.	COMPLETE The Full Business Case was approved, subject to conditions, in May 2018.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2018/19	Performance and commentary
Progress delivery of UCL East (undertaken by UCL).	UCL appointed their contractor for the UCL's main academic buildings at Marshgate in this period.
Progress delivery of Stratford Waterfront procurement.	OJEU procurement for Enabling Works complete and contract let. Procurements underway for Tower Cranes, Substructure Works, Building Control, Carpenter's Land Bridge and Common Site Services. Supervisor and Tower Cranes contracts due to be completed in the next period.
Continue to work with East Bank partners to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.	The Strategic Objectives Delivery Plan is in place with East Bank partners. Initiatives in place include engagement in the East Works employment and skills programme; commencement of the Creative Content programme (with the Open Doors event held at Here East in July); leadership of the EAST Education programme (see below).
Deliver of East Education programme with East Bank partners.	The EAST Education framework has been launched by all East Bank partners as the shared strategic approach to education engagement. Sadler's Wells' dance project at Mossbourne Riverside Academy being delivered.
Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.	<p>Following the establishment of the Chobham Manor Residents' Association, supported by initial seed funding grant from LLDC, support has continued including hosting of meetings regarding service community facilities</p> <p>East Wick and Sweetwater: site relations underway for infrastructure works.</p> <p>Activity commenced at the London Marathon Community Track with a full programme of use in place.</p> <p>In addition to activities noted above, East Bank partners continue to develop their community programmes (e.g, London College of Fashion and Poplar Works, the V&A Chrisp Street Micro-Museum , UCL Culture's community programme.)</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

Milestones for completion in 2018/19	Performance and commentary
Ensure and deliver best practice consultation programmes in line with LLDC Code of Consultation for new developments on and around the Park.	UCL East and Stratford Waterfront (East Bank) consultations ongoing; LLDC Code of Consultation updated in Q1.
Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).	Lease extended at Hub67 to December 2019. Regular programme activity is ongoing. Continuing activity at Carpenters Cage including activation by UK Wall Ball. Mobile Garden activity at Chobham Manor completed and garden moved from site into storage ahead of move to a location in East Wick, Clarnico Quay. Planning application granted for overall Clarnico Quay development.
Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.	Legacy Youth Voice held intensive workshops relating to Stratford Waterfront in this period and gave input to IQL on their plans.

COMMENTARY ON INSPIRE MILESTONES

East Bank

LLDC has continued to work with partners on the delivery of East Bank, a world-class culture and education district on the Park. Following the Mayor of London launch of East Bank on 5 June work has continued on planning, design, procurement and the delivery of strategic objectives.

UCL have completed procurement work for their main academic buildings at Marshgate, awarding the contract to Mace. Work is due to commence in Spring 2019 and the UCL East campus is expected to open to students in 2021/22.

Following the completion of public consultation work has continued on the Stratford Waterfront planning application which is due to be submitted in the next period, following the completion of RIBA stage 3 design in this period.

Procurement for initial Stratford Waterfront contracts are underway and a preferred supplier for enabling works has been identified. Procurements are underway for Tower Cranes, Substructure Works, Building Control, Carpenter's Land Bridge and Common Site Services. Foundation for FutureLondon, the East Bank's charity's co-chairs, Baroness Lola Young and Sir David Bell, took up their positions and have begun work to recruit a team and develop a business plan and attended their first East Bank Board with leaders in attendance.

This year's Creative Opportunity Programme took place from 16 to 27 July. This was a two-week intensive pre-employability programme for residents of Hackney, Tower Hamlets, Waltham Forest and Newham featuring industry led masterclasses from creative and cultural organisations. 25 participants



received employability support and access to live job and training opportunities. Partner organisations include: Sadler’s Wells, V&A, Yard Theatre, Whitechapel Gallery.

The Fashion District was launched on 10 September 2018 at Christopher Raeburn’s studio in Hackney, attended by the Mayor of Hackney, Philp Glanville, Mayor of Newham, Rokhsana Fiaz, and East Ham MP, Stephen Timms.

The district is the result of an innovative collaboration by London College of Fashion, University of the Arts London, LLDC, the Mayor of London, the British Fashion Council, UK Fashion and Textiles, Unibail Rodamco-Westfield, Poplar HARCA, The Trampery, Fashion Enter, Here East, Newham College, and the London Boroughs of Hackney, Haringey, Newham, Waltham Forest and Tower Hamlets. It has been supported by the Mayor of London’s Good Growth Fund, which has invested almost £2million. Speakers at the launch included deputy Mayor Justine Simons and Frances Corner, Head of London College of Fashion. The aim for the district is to become a global hub of fashion technology.

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. This period saw confirmation on the successful award of £10m investment from the Department for International Development (DfID) in the GDI Hub for a three year programme called AT 2030 – Life Changing Assistive Technology for All which aims to help at least 3 million people across the world to access Assistive technology.

The GDI Hub also worked with DfID to deliver the Global Disability Summit 2018 at Here East on 24 July 2018. The summit was co-hosted with the International Disability Alliance and the Government of Kenya with aim to work together to improve the lives of people with disabilities across the world. More information, including the opening speech made at the Summit by the Secretary of State for International Development, Penny Mordaunt, is available on the Government’s website: <https://www.gov.uk/government/topical-events/global-disability-summit-2018>

Community Engagement

The EAST Education Summer School was held at Here East, attended by 129 young people from local boroughs. The Summer School was free and gave 13 - 16 year olds the chance to try something new and develop skills and knowledge in fashion, printmaking, rap/dance and archaeology. The Summer School went well with 89% of attendees ranking the experience as excellent/good; 76% feeling they gained new skills; and 65% feeling more connected to the Park.

The **design charrette** at Allies and Morrison’s office with eleven local young people from Legacy Youth Voice also took place in this period. The three day event included activities including:

- understanding the terminology used in urban design, completing their own Kevin Lynch style maps and having a site visit to Bankside to consider legibility and undertake their own design critique.

- an introduction to Stratford Waterfront, a consideration of the barriers to young people in engaging with it and a critique of the designs.
- a walk to three different locations and then to the site. The locations were the Velodrome, Hackney Wick Station and Pudding Mill Lane Station. Along the way the young people had to consider the different nodes and the legibility of the routes leading to Stratford Waterfront. They then analysed the routes and selecting a node that would benefit from a design intervention to help improve it.
- a panel discussion with seven colleagues from A&M and LDA Design. They then worked with the four LLDC design placement students at A&M to develop up their concepts in photoshop.

Other activities this period included:

- Support to the Stratford Waterfront final consultation completed including three pop ups and two exhibitions. This took the final total of people engaged in Stratford Waterfront consultation to over 7,000
- Park Panel held on 10 September reviewing 16 CIL Neighbourhood Fund bids
- Your Neighbourhood Talks held on 20 September at the London Aquatics Centre attended by approx 70 local residents.
- Echo Weekender delivered at Plexal with 27 local early-stage entrepreneurs – 63% of whom had never accessed business support. Programme rated 4.6/5 by participants.
- Echo Social held at Grow with over 100 attendees from local area, creating 20 volunteering opportunities as well as commercial opportunities for Grow and local sustainable catering company, Elysia.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk that the East Bank will be delayed or costs will be more than anticipated.	Financial implications and programme delays.	Effective design management and coordination. Cost control. Close work with partners, GLA and Government. Three lines of defence assurance approach.	R
Risk to East Bank funding.	Financial implications and programme delays.	Close working with Foundation for Future London. Full Business Case for the project approved subject to conditions. Ensure best outcome from residential development.	R
East Bank construction interface risk	Financial implications and programme delays.	Experienced and well-resourced project management partner, LLDC team and assurance.	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 2018/19	Performance and commentary
Work towards improved financial sustainability of the Stadium.	Ongoing delivery of the restructuring plan approved in June 2018 by E20 Stadium LLP Board and LLDC Board.
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.
Unqualified annual accounts for 2017/18.	COMPLETE Unqualified accounts for LLDC and E20 LLDC approved by Board in July 2018.
Prepare draft revised Local Plan and undertake formal public consultation before submitting it to the Planning Inspectorate for a formal Examination.	An initial draft of the revised Local Plan was produced in this period and is due to go to the Planning Decisions Committee and LLDC’s Board and out to public consultation in the next period.

Milestones for completion in 2018/19	Performance and commentary
Deliver an effective and responsive planning service. At least 70% of applications determined in time.	This has been exceeded each month in this quarter, with over 82% of applications determined in time in each month.
Number of planning enforcement cases closed per month.	11 enforcement case have been closed in this period. 14 cases are open.
Annual Environmental Sustainability Report published.	The Annual Environmental Sustainability Report for 2016/17 is due to be published in the next period; the 2017/18 Report will be published later in the year.
Deliver the environmental engagement strategy (including Earth Hour and Climathon).	Earth Hour took place on 24 March including AMO lights being switched off for an hour. Planning for Climathon 2018 on 25/26 October, focusing on the circular economy and single use plastics.
Deliver the QEOP Smart Sustainable District programme.	Future Infrastructure study complete and is helping to shape the strategy for the deployment of the carbon offset fund.
Development of smart mobility living lab on the Park and in Greenwich.	Collaboration agreement signed with consortium partners. On track to open the testbed to customers in 2019.

COMMENTARY ON KEY PROJECTS

LLDC made two appearances at the London Assembly in September. On 6 September LLDC’s Chair, Sir Peter Hendy CBE, and the Chief Executive, Lyn Garner, appeared before the London Assembly Plenary and answered a range of questions on subjects including the London Stadium, East Bank, housing, jobs and skills and cycling. LLDC’s Deputy Chief Executive, Gerry Murphy, and Lyn Garner then attended the Budget and Performance Committee on 27 September and answered questions, in particular relating to London Stadium finances and the successful delivery of East Bank.

Planning

Local plan review: Following the completion of early consultation, evidence base studies and internal review, an initial draft of the revised Local Plan was produced in this period and is due to go to the Planning Decisions Committee and LLDC’s Board and out to public consultation in the next period.

Development Management: pre-application discussions have continued Madison Square Garden Company's plans to build MSG Sphere London – a music and entertainment venue in Stratford went out to public consultation with a series of events undertaken in July 2018 with an exhibition vehicle at the Timber Lodge Café. A planning application is likely to be submitted at the end of November 2018.

Work has continued with landowners at Bow East on an alternative masterplan for the area. Planning permissions for the site that were refused planning permission in September 2017 are due to go to a public inquiry by and independent inspector in February 2019. PPDT is working with the applicant and Network Rail on an alternative masterplan approach for the site. Planning Decisions Committee was briefed on this in September. The applicant is proposing to undertake public consultation on the revised proposals in October, with a planning application programmed for submission at the end of November.

International Quarter London (IQL): detailed planning permissions were granted in this period for an office building at plot S4 and the public realm adjoining plot S9 (building S9 is to be occupied by the British Council). Pre-application discussions are continuing about the revised masterplan for the northern part of the IQL South estate, with applications for additional office and residential development expected before the end of the year.

Business Planning

Guidance for the Mayor's 2019/20 budget submission has been received and the budget is due to go to Investment Committee and Board in November 2018 ahead of submission to the GLA on 30 November. This work is being undertaken alongside work to update LLDC's Long Term Model.

Sustainability

LLDC continues to develop the Smart Mobility Living Lab (SMLL) Connected and Autonomous Vehicle (CAV) test bed project. Signatories to the project's membership currently include Honda R&D Europe, BP, Hastings Direct and Aviva. The programme remains on track to open the test bed in 2019. On a complementary CAV project (Capri) LLDC has progressed the planned trials (May 2019 and Jan 2020) of driverless pods to focus more on user engagement and how technology might be used to better influence the



deployment of CAV in accordance with Mayoral/ LLDC priority themes - building on the reputation of the Park as a world-leading centre of innovation and sustainability.

The development of work streams to support LLDC's future infrastructure planning has included working with partners to consider an electric charging infrastructure for Queen Elizabeth Park and surrounding areas. The aim is for charging infrastructure to support the electrification of road vehicles, and to use this opportunity to generate, distribute and consume electricity in a more efficient way, across a 'smart' grid. Prospective partner organisations have been consulted in this reporting period, with implementation planned for 2019/ 2020. Initial installations of 'rapid' electric vehicle charge points is underway at the Copper Box Arena.

LLDC is planning participation in the annual global 'Climathon', hosting an event at the Park on 26 October 2018 to facilitate the development of locally conceived solutions to global environmental issues. For this year's event, LLDC is preparing an agenda to focus on the circular economy, and single-use plastics in particular. The winning solution will receive a package of business support from LLDC's partner organisations, the aim being to see the innovation successfully developed and marketed.

Diversity and Inclusion

The Mayor of London launched his 'Our Time' initiative to address the gender imbalance in leadership roles, and bridge the gender pay gap. LLDC is one of the members of the GLA Group involved in the initiative: four high potential women have been paired with champions (both women and men) from the GLA Group supported by a training programme. 11 members of LLDC staff and Board are participating in the programme as champions.

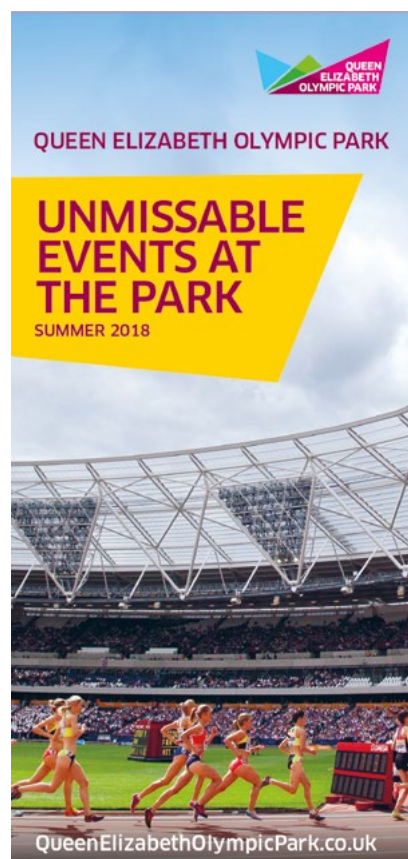
This is part of the work of LLDC's internal Diversity and Inclusion Group who are tasked with managing the agenda and drive forward initiatives and programmes that will help the LLDC to achieve its key diversity aims. LLDC Board member Baroness Tanni Grey-Thompson joined us at the September meeting to give us some insight into her thoughts on diversity in recruitment. The focus for the group now is looking at the areas of the organisation that we are struggling to fill vacancies in and trying to look at how we can reach a more diverse audience both across the local area and wider London. The Group also ran a series of activities to mark National Inclusion Week. We have placed two new staff members into the Corporation through a scheme called Transitions which is a charity that works to help upskill and develop refugees. Both staff members are on paid fixed term contracts for a 6 month period.

Communications, Marketing and Strategy

The summer events programme has created many opportunities to promote the Park and the LLDC's regeneration work to key stakeholders and to media, in particular around the summer concerts and athletics meetings. The Hockey World Cup provided an opportunity to brief media on wider Park developments, our tour for journalists resulted in coverage on Dutch television and a piece in the RICS Journal. In addition, significant Park coverage was generated for summer events as well as specific pieces on Planning TV and briefings for journalists from the New York Times and Daily Telegraph.

We continued to make presentations to promote our work and the opportunities provided by the Park, including to: the DIT Sports Economy; Home Office Tokyo Security visit, Lord Fox, Kate Dundas, Sydney Opera House, Social Enterprise, FCO Cities tour, Allies and Morrison tour, and the British Council.

Significant time was spent dealing with media enquiries concerning the London Stadium and our relationship with West Ham United following the Expert Determination case and LLDC's appearance at the London Assembly. In addition, we provided briefings for appearances at the London Assembly Housing Scrutiny Committee and the Budget and Performance Committee.



Park summer campaign

Our summer campaign was geographically focused, looking at wider London audiences, commuters and tourists. We've used the results of research by Arkenford to inform the creative, emphasising the perceived most attractive areas of the Park, and bringing out messages such as the Park being free to enter and ease of travel.

In support, we secured billboards in high footfall sites across London, including Charing Cross, Euston, Kings Cross St Pancras, Liverpool Street, London Bridge, Tower Hill, Oxford Circus, Victoria and Waterloo.

London residents were targeted with a radio advertising campaign. A 30 second ad ran across Heart FM, Sunrise Radio, Capital Xtra London and Absolute Radio London, reaching a broad audience from a geographical, age and social group perspective.

Big Screen

We have made good use of our access to the Meridian Square billboard (weekly reach 3 million) and the Stadium digital wrap to keep the Park front of mind with both locals and visiting tourists. We used these resources to promote the ArcelorMittal Orbit attraction, community events such as The Great Get Together and Active August and our East Bank partners' event at Here East. We also offer the Big Screen to GLA group partners, the GLA themselves taking advantage of the opportunity to use it as part of their anti-knife crime campaign.



ArcelorMittal Orbit summer campaign

LLDC runs the ongoing marketing for ArcelorMittal Orbit in-house. Summer is the key campaign period for us and this year we created a high profile strategic campaign which used statistics and deep level analytics allowing us to produce a creative and sophisticated campaign within a tight budget. We negotiated high discounts of over 75% to advertise in Time Out, Metro and the Guardian Guide magazine. Work with the press included bespoke press releases resulting in strong coverage in the Evening Standard and Conde Nast and a series of competitions in key titles.

We also secured bus wrap advertising for attraction, free of charge. This started running in September 2018 and will continue until January 2019 on a number 25 bus, chosen because its route from Ilford to Oxford Circus serves key areas in east and central London.

A 30 second trailer for the AMO was produced using sophisticated filming, editing and drone techniques which ran in 115+ cinemas in Greater



London reaching over 100,000 people and being included in all of Virgin Atlantic flights' in-flight entertainment service during October. <https://www.youtube.com/watch?v=lmQ6zm01W40>

Health and Safety

The following is an extract from the regular report from LLDC's Health and Safety consultant, Lawrence Waterman, covering the period of July to September 2018.

This quarter has seen ten major event days in the Stadium and multiple events throughout the Park including Ride London and 2018 Women's Hockey World Cup and fan zone, Hockey Fan Zone; Wing Fest and Elrow Town. Visitor numbers have increased across the period as expected, but accidents remain low with 47 in total occurring across the month in the Park and public realm, and are proportionate to the visitor numbers. 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.

Health and safety incidents on the Park in this period include:

- A woman fell over on her ankle walking along the South Park Boulevard, she took herself to hospital.
- A cyclist lost control and came off her bike in the North Park, hit her head and was unconscious for a time. The Event medical team provided assistance, then London Ambulance attended.
- London Aquatics Centre September a customer used a changing bed which had an out of order sign on it. The bed collapsed causing the customer to fall, London Ambulance were called however the injured person went to hospital by car.
- At a promotional event at the ArcelorMittal Orbit, a woman using the Slide bumped her head on the first turn. Slide tests were carried out afterwards and all speeds were within the safe operating limit. The injured party went to hospital for checks by medical staff and then returned home.
- A number of urban explorer / roof topping incidents occurred at the ArcelorMittal Orbit this month which led to additional security resource being brought into dissuade attempts. This was successful and reduced over the remaining period. Longer term solutions are being designed / procured to deter this activity further.
- A child was walking by the outdoor gym in South Park, and fell hitting their head on a corner of a piece of gym equipment. An ambulance attended and took the child to hospital.
- A child was playing by the fountains when they fell off the bench cutting its head, first aid was administered, and the family took the child to hospital.

Note: when anyone injured is transferred to hospital, LLDC does not learn of the outcome unless the person/family follows this up.

Construction: Bobby Moore Academy: construction activities have now been completed. This project was delivered with a very good performance record and the contractor was receptive to LLDC visits and observations. One significant incident was recorded during the construction phase (an injury to an operative's nose requiring stitches). Challenges in the project included facilitating events at London Stadium, significant working at height activities and the public interface with the works and these were all well managed.

East Wick and Sweetwater: on 28 August 2018, there was an electrical fire in a drying room. The suspected cause was a loose connection in a switch. The fire was extinguished by members of the site team with limited damage caused. A number of inspections have been undertaken during the month, and where issues were raised with the contractor they were closed out in good time. Site visits have generally identified good practice on site, but a number of specific issues have been identified and discussed with the contractor. Some required improvements were identified during piling operations and following LLDC intervention adjustments were made. Two incidents took place in September: an excavator collided with a bench and damaged a corner of the timber slats; and

works in a manhole were stopped by a supervisor as operatives did not have adequate briefing, instruction, training or qualification for the works undertaken. Access and egress was also insufficient for entrance, there were no means for emergency escape or gas monitors in place, and no davit arm or escape sets were in place.

Surface Water Drainage and Stop Logs: following concerns in relation to site security, there has been a significant improvement in the way that the contractor is setting up their sites. Works have continued to be delivered to a good standard. An incident occurred on 6 September 2018 where a contractor vehicle was observed driving without the control of a banksman in the vicinity. The contractor was required to attend a meeting with LLDC to give assurances that this would not be repeated.

A near miss occurred involving a construction contractor on stop log works and members of public whereby risk and method statements were not followed. That resulted in a vehicle driving past a busy reception area doorway at speed. The contracting company and all works were stopped until a re-education process had been completed and new revised Risk Assessments and Method Statements (RAMS) and processes in place.

Stadium: the final transition has been completed and the Stadium returned to football mode for the 2018/19 season. There were a small number of minor incidents that occurred during the transition phases, however none resulted in either substantive injury or lost time.

Park wide resurfacing: works commenced on site on however site boundary was found to be insufficient, which was rectified by the Contractor. A complaint was received from the Velodrome who informed LLDC that the contractors vehicles were not adhering to the 5mp speed limit or being banked into site, this Issue has been addressed by the Contractor.

Another Contractor carrying out resurfacing works on the Park also failed to follow agreed RAMS which resulted in dangerous activity taking place on a highway, with no traffic management, staff in the highway together with a large plant operation. Works were suspended until re-education and revised RAMS and processes in place for a safe system of work.

KEY RISKS

Summary	Impact	Mitigation	RAG
Risk about successful implementation of the Local Plan including sufficiency of community infrastructure.	Reputational impacts.	Progress reporting including annual monitoring report, review of local plan including population forecasts.	A
Risk relating to the potential impact of policy change on the Corporation.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU.	A
Risk about the impacts 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.	Financial and reputational impacts.	New finance system implemented; anti-fraud policy updated; financial and procurement controls; assurance from internal and external audit; ongoing fraud awareness briefings. Mandatory fraud workshop held for finance practitioners.	A
Ensuring that staff resourcing is sufficient for delivering against LLDC objectives.	Missed opportunities against LLDC's objectives.	High quality recruitment and communications. Remuneration package including benefits. Staff development.	A
Meeting revenue budget forecasts for 2018/19.	Reputational and operational impacts	Effective financial management and monitoring, close working with LLDC teams on savings and efficiencies.	A

KEY RISKS

Summary	Impact	Mitigation	RAG
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
Risk of impact of changes to Board membership on timeliness of decision making.	Programme impacts.	Induction plans and briefings for new Board members.	G

