

# CORPORATE PERFORMANCE

OCT-DEC 2018  
QUARTER 3

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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 (<http://queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan>) and the Corporation's 2018/19 budget. It also sets out information about the Legacy Corporation's financial performance (<https://www.london.gov.uk/sites/default/files/finalconsolidatedbudget2018-19.pdf>)

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



## SUMMARY OF PROGRESS IN THE QUARTER OCTOBER TO DECEMBER 2018

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

- The Shrouds of the Somme installation opened on the Park to mark 100 years since the end of the First World War. This was supported by a schools program
- Announcement that Hackney Wick and Fish Island would be one of the Mayor of London's Creative Enterprise Zones
- The East Works awards were held at Here East
- Commencement of public consultation on the revised Local Plan and Community Infrastructure Levy (CIL)
- Announcement of a Gallagher Premiership rugby union match at the London Stadium in March 2019 that Muse will perform a concert in the Stadium in summer 2019
- Agreed a plan to allow West Ham United to sell additional seats for their matches thereby ending the litigation surrounding the capacity at the London Stadium
- East Bank planning application documents submitted for Stratford Waterfront and Reserved Matters Application for UCL East
- The BBC's involvement in the East Bank project confirmed through the completion of the Agreement for Lease between LLDC and the BBC
- Official opening of the Bobby Moore Academy secondary school site by Sir Geoff Hurst MBE
- Public consultation on the revised Local Plan and the updated draft CIL charging schedule completed
- UCI Track Cycling World Cup held at the VeloPark in December
- First cohort of LLDC's Shared Training and Employment Programme (STEP) completed their 12-month programme in creative and cultural organisations and new participants begin the next programme

- Commenced a three-month trial for electronic scooters on the Park, with the American scooter business, Bird
- Submission of 2019/20 budget to the GLA
- Appointment of operators for Park kiosks and the Timber Lodge Cafe
- Held Climathon with a focus on circular economy principles (minimising waste and making the most of resources)

### AIMS FOR NEXT PERIOD

- Contract awards for ongoing Stratford Waterfront construction procurements
- Commence procurement for a developer for the Hackney Wick Neighbourhood centre
- Commence 3 Mills River Wall repairs work
- Completion of phase 1 construction at Chobham Manor
- E20 Stadium LLP complete a deal to bring Stadium Operator Ls185 in house (this took place in January 2019, see Live section for more details)
- Hold London Pulse netball team's first Vitality Super League Netball match in their new home, the Copper Box Arena
- Complete construction works on Stour Road (H16) Bridge
- Local Plan and revised CIL charging schedule submitted for examination
- Meet Park visitor number estimates

## FINANCIAL PERFORMANCE SUMMARY

	Month Dec 18			Year to 31 Dec 18			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
<b>Capital Income</b>									
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)
<b>Total Capital Income</b>	<b>0</b>	<b>(540)</b>	<b>540</b>	<b>(307)</b>	<b>(1,989)</b>	<b>1,682</b>	<b>(59,022)</b>	<b>(58,294)</b>	<b>(728)</b>
<b>Capital Expenditure</b>									
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)
<b>Total Capital Expenditure</b>	<b>5,726</b>	<b>9,459</b>	<b>(3,733)</b>	<b>31,743</b>	<b>48,895</b>	<b>(17,152)</b>	<b>105,424</b>	<b>120,379</b>	<b>(14,954)</b>
<b>Net Capital Expenditure</b>	<b>5,726</b>	<b>8,919</b>	<b>(3,193)</b>	<b>31,436</b>	<b>46,907</b>	<b>(15,471)</b>	<b>46,402</b>	<b>62,085</b>	<b>(15,682)</b>
<b>Revenue Income</b>									
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
<b>Total Revenue Income</b>	<b>(1,556)</b>	<b>(996)</b>	<b>(560)</b>	<b>(7,816)</b>	<b>(6,505)</b>	<b>(1,311)</b>	<b>(14,104)</b>	<b>(13,230)</b>	<b>(874)</b>
<b>Revenue Expenditure</b>									
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)
<b>Total Revenue Expenditure</b>	<b>2,915</b>	<b>2,835</b>	<b>80</b>	<b>15,504</b>	<b>16,720</b>	<b>(1,216)</b>	<b>34,519</b>	<b>34,867</b>	<b>(348)</b>
<b>Net Revenue Expenditure</b>	<b>1,359</b>	<b>1,840</b>	<b>(480)</b>	<b>7,688</b>	<b>10,215</b>	<b>(2,527)</b>	<b>20,415</b>	<b>21,637</b>	<b>(1,222)</b>

	Month Dec 18			Year to 31 Dec 18			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
<b>Trading</b>									
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)
<b>Total Trading Net (Surplus)/Deficit</b>	<b>62</b>	<b>147</b>	<b>(85)</b>	<b>121</b>	<b>622</b>	<b>(501)</b>	<b>1,582</b>	<b>1,244</b>	<b>338</b>

	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 forecast reflects receipts from Chobham Manor that will be remitted earlier than anticipated (and the associated corporation tax charge largely accounts for the variance in Finance, Commercial and Corporate Services. The rest of the budgeted capital income is currently expected to be realised this financial year.
- The UCL Premium was received in January 2019 when the lease agreement was signed.
- Based on the latest confirmed sales for Phase 2 of Chobham Manor, LLDC is now expecting to realise receipts from that development within this financial year (originally expected to be received in 2019/20).
- Capital expenditure in Development is behind budget in the current year but this is due to timing only.
- The Legacy Community Scheme infrastructure budget is forecast to under spend due to changes in the spend profile on a number of key development projects, including the Pudding Mill Lane site. Due to delays in the overall development (design delays, planning issues and subsequently commercial issues), the East Wick and Sweetwater infrastructure works are now scheduled to complete in 2019/20, instead of 2018/19, resulting in a significant under spend in this financial year.
- 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 Finance, Commercial and Corporate Services capital expenditure forecast now also includes a £2.6m corporation tax charge for 2018/19, which was previously assumed to be nil. The increase in this area is driven by the uplift in the Chobham Manor income forecast, which is outlined above. There are currently £2.9m of draws on capital contingency including key items such as development feasibility work (£0.3m), 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 more than offset by several small anticipated under spends elsewhere across LLDC.
- River wall repair works were anticipated to reduce 3 Mills Studios' capacity for filming space, resulting in a loss of income. However, bookings have been secured around these works to enable the Studio to slightly exceed budget for the year.
- There are currently £0.8m of draws on revenue contingency including key items such as security (£0.1m), Hostile Vehicle Mitigation maintenance (£0.1m), Stadium bridges maintenance (£0.1m) and void costs for Hackney Wick properties that are due to be developed (£0.3m).



# 1. 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
<p>Further completion of residential units at Chobham Manor.</p> 	<p>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.</p>
<p>Completion of construction of the Bobby Moore Academy secondary school site.</p>	<p><b>COMPLETE</b></p> <p>The school opened in September 2018 and was officially opened by Sir Geoff Hurst MBE in December 2018.</p>



## PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Start on site at East Wick and Sweetwater.</p> 	<p><b>COMPLETE</b></p> <p>Enabling work commenced in this period.</p>
<p>Pudding Mill developer procurement launched.</p>	<p>Next step is to look at design following agreement of housing strategy with LLDC Board and the GLA.</p>
<p>Progress development strategy for Bromley by Bow.</p>	<p>LLDC is working alongside key stakeholders in the area including local landowners and as a result the first two planning applications 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.</p>
<p>Hackney Wick Neighbourhood Centre development partner procurement underway.</p>	<p>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.</p>

## PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Complete the Hackney Wick station improvement works.</p> 	<p><b>COMPLETE</b></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>
<p>Progress Stratford Station improvement works.</p>	<p>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.</p>
<p>3 Mills river walls repair work undertaken.</p>	<p>Following a procurement exercise a contractor for this work is in place, construction to commence in next period.</p>
<p>3 Mills future use agreed.</p>	<p><b>COMPLETE</b></p> <p>Delivery strategy approved by Investment Committee and Board.</p>
<p>Agree delivery strategy with LB Newham for Rick Roberts Way.</p>	<p>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.</p>

## COMMENTARY ON KEY LIVE PROJECTS

### CHOBHAM MANOR

Work has continued on construction of the Legacy Corporation's first housing development at Chobham Manor, providing over 850 homes. Phase 1 has now completed with residents moving in to the final units in early 2019. The first 70 residents have also moved into the second phase of homes. The rest of Phase 2 will be ready later in 2019. Phase 3 construction is underway.

### 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 and construction is underway.

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 the next period along with the north/south road build. The Monier Road (H14) Bridge is due to start construction in the next period, pending completion of an easement with the landowner.

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 in the next period.



### 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**

The Bobby Moore Academy secondary school site was officially opened on 5 December 2018 by Sir Geoff Hurst MBE. The school opened its doors to secondary school students in September 2018. At the opening event, Sir Geoff spoke to students and guests from the local community about the significance of the new school being named in Bobby Moore's honour, as well as the World Cup winning captain's values. Sir Geoff also toured the new school and spent time watching Bobby Moore Academy's football team train on the pitch its students use next to West Ham United's ground at the London Stadium.

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.

No Legacy Corporation CIL was collected in the 3rd quarter of 2018/19.

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 3 2018/19 £839,699.31 was collected. This will be transferred to Transport for London (less a 4% administration charge retained by LLDC).

## 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.	<b>R</b>
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.	<b>R</b>
Risk relating to current housing development delivery.	Financial and reputational impacts.	Close work with development partners, close economic and financial monitoring.	<b>R</b>
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.	<b>A</b>
Electric capacity requires reinforcement.	Financial impacts.	Energy strategy commissioned, review and implement findings.	<b>A</b>
Risk relating to impact of construction on residents and visitors.	Reputational and financial impacts.	Deliver a clear communication plan which manages expectations and explains the reasons for the construction work and communicates future.	<b>G</b>
Risk relating to agreeing future use for 3 Mills Studios.	Loss or delay in capital or revenue income.	Implement strategy agreed with Investment Committee in consultation with stakeholders.	<b>A</b>

# 2. 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) and Financial Conduct Authority (FCA) have re-located into IQL. Other organisations such as 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
<p>Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.</p>	<p><b>COMPLETE</b></p> <p>This period saw delivery of a series of training courses including Health &amp; Safety and introductory scaffolding courses as part of the final phase of our demand led construction training programme.</p>

## PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Establish a Park Training Association</p>	<p><b>COMPLETE</b></p> <p>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. In this period LLDC Met with CONSTRUCT Trade Association members to develop intro-level employer-led bootcamps.</p>
<p>Launch and delivery of Building Information Modelling curriculum in a total of 9 local schools and colleges.</p>	<p><b>COMPLETE</b></p> <p>Programme ongoing. Continuing to work with BTEG to support DEC candidates placed into work. New coordinator appointed. Looking for to partner with schools in LB Hackney. Engagement plan with industry to tailor employers' work with individual schools.</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 includes the Echo weekender held in September with 27 entrepreneurs supported and 13 businesses supported in Fashion++ with London College of Fashion.</p>
<p>Shared internship model piloted with East Bank partners and replicated in Plexal and across other employment areas.</p>	<p><b>COMPLETE</b></p> <p>First cohort of the LLDC's Shared Training and Employment Programme (STEP) completed their 12-month programme in this period. For the second cohort, 10 new participants also started the programme at the end of October, consisting of two six month placements in two different areas of the creative sector.</p>
<p>Establish a training facility on the Park focusing on 3D printing and virtual reality.</p>	<p>A grant has been awarded to Hobs Studio to establish a training facility that focuses on 3D print &amp; VR on the Park.</p>

## PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Hold the East Works Awards (formerly Apprenticeship Awards).</p> 	<p><b>COMPLETE</b></p> <p>The awards took place on 1 November 2018.</p>

## PROGRESS AGAINST MAJOR WORK MEASURES

TARGETS	PERFORMANCE AND COMMENTARY
<p><b>Construction</b></p> <ul style="list-style-type: none"> <li>• 28% of the workforce have permanent residency in Host Boroughs</li> <li>• 25% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 3% of the workforce are apprentices</li> </ul>	<p><b>The most recent construction figures available are to end of November 2018</b></p> <ul style="list-style-type: none"> <li>• 16% of construction employees working on the Park are Host Borough residents*</li> <li>• 73% of the workforce are from BAME groups</li> <li>• 5% of the workforce are women</li> <li>• 3% of the workforce are disabled people</li> <li>• 5% of the workforce are apprentices</li> </ul>
<p><b>End-use</b></p> <ul style="list-style-type: none"> <li>• 25-85% of the workforce are from Host Boroughs</li> <li>• 25% are from BAME groups</li> <li>• 50% are women</li> <li>• 3-5% are disabled people</li> <li>• 5% are apprentices</li> </ul>	<p><b>Copper Box Arena and London Aquatics Centre</b> workforce targets as of June 2018 (these figures are reported annually):</p> <ul style="list-style-type: none"> <li>• 69% workforce Host Borough residents</li> <li>• 37% workforce are from BAME groups</li> <li>• 48% workforce are women</li> <li>• 4% workforce are disabled people</li> <li>• There are 39 apprentices across the two sites</li> </ul> <p><b>Estates and Facilities</b> workforce targets:</p> <p>As of December 2018 the workforce performance is shown below:</p> <ul style="list-style-type: none"> <li>• 62% workforce Host Borough residents</li> <li>• 61% workforce are from BAME groups</li> <li>• 31% workforce are women**</li> <li>• 6% workforce are disabled people</li> <li>• 50 apprentices on site</li> </ul>

\* 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

LLDC have raised local, women and BAME performance against target with GLL who are currently recruiting for a number of vacancies at both centres. LLDC have discussed this issue with borough partners and are connecting GLL to the Black Training & Enterprise Group and West Ham United FC Foundation who have recently been appointed to design and deliver LLDC's East Work – careers work, which will have a focus on 15-19 year olds.

Although there are currently still fairly low numbers of construction workers on the Park, achieving the local % target at Chobham Manor has proved consistently challenging. The month-on-month performance in 2018 has been close to the LCS target, and the December 2018 performance is considered an anomaly. To date, the LLDC has encouraged Taylor Wimpey to be more proactive in its management of its subcontractors but as this has not proved as successful as we had anticipated, the issue has been formally raised via the Chobham Manor steering group and the LLDC is arranging a formal action plan with the Project Director and commercial lead. LLDC will also ask that it be formally monitored by the Chobham Manor Project Board.

Performance on disabled people and women as part of the workforce has been inconsistent, fluctuating above/below target 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 QEOP Training Association (TA) for construction.

## ACHIEVEMENTS IN THE LAST PERIOD

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

The Mayor of London announced that Hackney Wick and Fish Island would be one of six Creative Enterprise Zones (CEZ) following a successful joint bid for funding by LB Hackney, LB Tower Hamlets and LLDC. The six successful bids with share £11m funding to support to support artists and creative businesses, and develop skills and jobs for Londoners. CEZ will generate tens of millions of pounds of growth, create more than 3,500 new jobs and support more

The founding members of the Training association have all signed the Memorandum of Understanding that sets out the principles and commitments for its governance and delivery. LLDC is now exploring the next stages of prep in time for delivery to begin in mid-2019. This includes exploring the most effective means by which to share apprentices, the specification for the training provider and finalising the menu of training options with the founding members and their supply chains.

Additionally, in partnership with the 4 boroughs surrounding the Park and TfL, the LLDC was recently successful in securing £1m via the CITB Construction Skills Fund. The funding will focus on training local residents from under-represented groups in demand-led activities for progression into employment. The timeframes for delivery are challenging (training completed by March 2020; outcomes by July 2020), but the partnership has a fairly free reign on what the money can be spent on and we anticipate that being very much in line with the demand from TA members and their supply chains. As such, we see the funding as a timely vehicle for piloting early TA activity.

It was announced by the Mayor of London on in this period that the Stadium is now an accredited London Living Wage employer. The Mayor thanked the Stadium's management team who have overseen the complex contract negotiations needed to make sure that all full time and sub-contracted staff – including cleaners, security and catering workers – at the Stadium will have received their pay rise by December, backdated to August 2018.

than 1,000 local people into education, training and job opportunities. The zones will also deliver more than 40,000 square meters of new affordable workspace for creative businesses and entrepreneurs, with the long-term creation of additional affordable space embedded into their planning process.

Plans for Hackney Wick and Fish Island (CEZ) include protecting the creative quarters through affordable workspaces, developing skills and providing training opportunities, providing services to employers and strengthening connections with East Bank.

The East Works Awards took place at Here East on 1 November 2018, with a keynote speech from Deputy Mayor and LLDC Board member Jules Pipe CBE. The awards are a celebration of the diversity of talent, innovation and businesses on and around Queen Elizabeth Olympic Park. The event recognises the achievements of people and partners participating in the London Legacy Development Corporation's East Works socio economic programme.

The evening was hosted by a former apprentice, Jone da Cruze, who worked his way up to be a site manager for Taylor Wimpey, and LLDC Board member Sonita Alleyne. Other LLDC Board members attended the event and sat on judging panels for awards.

The apprentice of the year award was won by Jack Connolly, the Individual Achievement of the Year by Ricky Quy and the Intern/Trainee of the Year by Michell Nyachuru. For the first time this year awards were given to celebrate entrepreneurship and innovation, including the fashion designer Johnson Wong (pictured on page 16 with Charles Armstrong, founder of The Trampery) who won the Entrepreneur of the Year award for his business, AFTER:WORK, which takes used protective equipment destined for landfill and refashions it into lifestyle products. A full list of winners is available on our website. A case study on the communications and making campaign relating to the Awards can be found as a separate agenda item.

The first cohort of the LLDC's Shared Training and Employment Programme (STEP) completed their 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.



### **Here East (former Press Centre and Broadcast Centre)**

Numerous events took place in this period: in October, Here East hosted an 800 person event called Stemettes Career Expo, inspiring young girls from across the local area, to pursue careers within Science, Technology, Engineering or Mathematics. Cloud 9 E-Game Match conference took place, attracting 500 people and Uber Partner Conference saw 800 of their team visit Here East. The FinTECH Talents provide popular with 1000 attendees across the day.

In November: as well as LLDC's East Works Awards (reported elsewhere) LinkedIn held a Talent Intelligence Conference, attracting 600 people to consider careers in the sector, whilst Facebook held an internal Tech Summit for 350 employees.

In addition, Loughborough University in London held a learning and teaching event in November and in December they held their third graduation for 800 students and their families.

At the end of November, Here East invited 30 makers from across East London to showcase and sell their wares during Merry Making an open event for Here East tenants and the wider community.

Let space sits at 67%. Ford Smartmobility and MatchesFashion continue to fit out and their additional office space and landlord works have commenced to support the future V&A move to Here East. The lettings position remains positive with pre-Christmas viewings and interest at a high. Occupancy figures during Q3 sit at approximately 3700 employees per day.

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

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### International Quarter London (IQL)

During this period, IQL announced it had signed two new AfLs with independent retailers Signorelli and Figo. They will take 1,146 sq. ft. and 3,024 sq. ft. respectively in units at the base of 12 Endeavour Square, home to the FCA. TfL, passed their 1 year anniversary of being in 5 Endeavour Square, and saw an increase in numbers as they moved in their Crossrail team. Preliminary ground works have begun on the next, 4th, commercial building, whilst the third is still progressing well 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.	<b>G</b>

# 3. 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 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 COMMENTARY
<p>Support the delivery of a programme of major sporting events on the Park including major athletics, hockey and cycling events.</p> 	<p><b>COMPLETE</b></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 took place at the Lee Valley VeloPark in this period. In May 2018 the world's most prestigious skateboarding competition - Street League Skateboarding: Pro Open London - was held in the Copper Box Arena, which also held the Vitality Netball Superleague Grand Final in July 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><b>COMPLETE</b></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><b>COMPLETE</b></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 was used at smaller community event at the Timber Lodge Café in this period.</p>
<p>Maintain Green Flag status for the Park.</p>	<p><b>COMPLETE</b></p> <p>The Park had its Green Flag status confirmed for the fifth year in a row in July 2018.</p>

TARGETS	PERFORMANCE AND COMMENTARY
Estimated 6m visitors to the Park.	Visitor numbers to the Park from April to November are estimated at 4.83m.*
London Aquatics Centre throughput of 1m.	On target, figures from April to December 2018 show over 755,000 visitors to the London Aquatics Centre.
Copper Box Arena throughput of 445,000. 	Figures from April to December 2018 show over 294,000 visitors to the Copper Box Arena.
ArcelorMittal Orbit throughput of 180,000. 	Figures for April to December 2018 show over 126,000 visitors to ArcelorMittal Orbit.

**\*Note:** The Park figures for 2018/19 are estimates. The camera based approach to collecting visitor numbers was becoming increasingly less definitive (e.g. eight cameras but over 20 entrances) and an increasing reliance on estimates. Therefore, the means of collecting visitor numbers on the park was revised during 2018 from the camera based system to a wi-fi based approach. While the basis of the wi-fi figures is being refined, the park estimates for 2018/19 have been extrapolated using historical park visitor numbers and current venue figures.

## 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.

In this period LLDC worked with partners on a deal to bring London Stadium operator LS185 in-house by E20 Stadium LLP (E20). E20 and LS185's parent company Vinci came to the agreement so both businesses could move forward in the direction that matches their priorities. This ends a 25 year contract – that had 21 years to run – which was proving difficult for both parties as it did not deliver the right incentives for any party to maximise returns. The deal was completed and announced in January 2019.

The operational focus remains on safety and security for all events, but this is also an important step in the progress which has been made in getting the London Stadium on a firm financial footing. It means there will be improved opportunities to drive costs and maximise the fantastic potential of the venue which is one of the biggest multi-use stadiums in Europe.

The current leadership team which has delivered a host of world class events for the Stadium remains under the new ownership. The extensive calendar of events such as this year's sold out Major League Baseball, the West Ham United home fixtures, international athletics, Premiership Rugby Union and concerts will not be affected.

The West Ham United v Tottenham Hotspur match on 31 October 2018 saw a crowd incident where a small number of supporters breached the pitch perimeter barrier, with two spectators entering the field of play who were apprehended by security staff and have been identified and have been banned by the club. The FA have confirmed that there will be no charges made relating to the incidents at this match.

The FA hearing into crowd trouble at the West Ham v Burnley match in March 2018 has completed with LLDC and E20 Stadium LLP officers appearing at the hearing, the outcome is expected in the next period.

Following fighting between rival fans off the Park on recent match days around the Carpenter's Arms. LLDC, LS105 and LB Newham are planning to go to the area at the next 3pm kick off match day and observe, ahead of making any recommendations.

In this period LLDC agreed a plan to allow West Ham United to sell additional seats for their matches thereby ending the litigation surrounding the capacity at the London Stadium, the club will be able to sell up to 60,000 tickets for their games as soon as possible, and a license from Newham has been secured for the increase in this limit. The agreement also leaves scope to expand up to 66,000 seats for future matches (subject to license). The agreement brings with it more funding for E20 Stadium LLP and additional revenue for West Ham United on match days.

LLDC have also agreed a deal with West Ham United on the track cover, following the outcome of expert determination last year. This means that the cover will be in West Ham colours and the football club will pay an increased usage fee in return. A sample of the cover has been ordered for West Ham's approval and the new cover will be in place when the events calendar permits. As part of this deal we have also agreed the sale of other rights to the football club.

We also announced that we are working on a new deal with UK Athletics (UKA) that will see athletics events fix dates at the London Stadium for the next six years. The new deal will create greater flexibility in the London Stadium's event calendar during the summer months freeing space for more events to be held while reducing the overall cost of seat moves. UKA will benefit by having certainty of avoiding clashes with other major events staged by the stadium and maximising income from broadcast rights and sponsorship with the dates set further in advance.



Rugby union will return to the London Stadium in 2019, with Saracens facing Harlequins in a Gallagher Premiership rugby match, for the second year in a row, on 23 March. It was also announced that Muse will perform a concert at the London Stadium on 1 June 2019, in addition to Major League Baseball in the same month.

### Park

A new operator for the Timber Lodge Café has been appointed. Company of Cooks will take over the café in the next period in a deal that will increase income for LLDC and retain existing staff through TUPE.



The three-month trial of electronic scooters on the Park, with the American scooter business, Bird, commenced in this period with over to 3,500 rides in the first 7 weeks of operation and will operate until mid-February 2019, although an extension to the end of June 2019 was agreed prior to the end of the trial. The scooters are available for hire through an App and run from the F10 bridge near the London Aquatics Centre to Here East.

### EVENTS AND PROGRAMMING

The Shrouds of the Somme installation in the South Park Lawn completed in November 2018. This was the largest single commemorative piece of art marking the centenary of the end of World War 1, and it welcomed 85,000 visitors including over 4,000 children, supported by LLDC's programme of activities in local schools.



Artist Rob Heard hand stitched calico shrouds for 72,396 figures representing Commonwealth servicemen killed at the Somme who have no known grave, many of whose bodies were never recovered and whose names are engraved on the Thiepval Memorial. Each figure is a human form, individually shaped, shrouded and made to a name. They were laid out shoulder to shoulder in hundreds of rows to mark the Centenary of Armistice Day filling an area of over 4000sqm.

In support of the installation, LLDC delivered a schools programme which gave an opportunity for young people to explore the impact and scale of one of Britain's most important and devastating events of the 20th century. Prioritising Key Stage 2 and 3 pupils in the four neighbouring boroughs of the Olympic Park, the programme explored the impact of the Battle of the Somme through a variety of free activities and outputs aimed at Key Stage 2 and 3 classes, including: visits to the site with an introductory talk; in school workshops; and teaching resources.

Other major events included Erdinger Oktoberfest held on the Park from 27 September to 28 October; British Fast5 All-Stars Netball in October; British Basketball All Stars Championship in October, Championship Boxing in October at the Copper Box Arena; and Six Day London 2018 cycling at the Lee Valley VeloPark in October; England Netball at the Copper Box Arena on 2 December, the ISSOT UCI Track Cycling World Cup series at the Lee Valley VeloPark from 14-16 December 2018.

Activities on the Park in the next period include: Maddie and Mackenzie Ziegler's Ultimate Dance Masterclass at the Copper Box Arena on 5 January 2019; London Pulse netball team's first Vitality Super League Netball match in their new home, the Copper Box Arena, to be held on 12 January 2019; the Queen Olympic Park half marathon on 10 February, Legacy Cheer and Dance at the Copper Box Arena over two weekends in February, the Abu Dhabi Grand Slam Jiu-Jitsu World Tour at the Copper Box Arena on 9 and 10 March, and the National Junior Indoor Rowing Championships at the Copper Box Arena on 15 March.



## 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.	<b>R</b>
Risk of unauthorised climbers at ArcelorMittal Orbit.	Financial and reputational impacts.	Close working with operator, review of security measures.	<b>A</b>
Risk that the Stadium restructuring will not sufficiently improve the financial position of the Stadium.	Financial and reputational impacts.	E20 Stadium LLP Board and funders considering commercial options	<b>R</b>

# 4. 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 East Bank (formerly 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 £1.5 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, Sadler’s Wells and BBC 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. Submission for Planning was made in this period.
Stratford Waterfront town planning.	<p><b>COMPLETE</b></p> <p>Submission of the Planning application was made in this period with approval anticipated in early 2019/20.</p>

## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
Full business case for East Bank approved by HMG.	<p><b>COMPLETE</b></p> <p>The Full Business Case was approved, subject to conditions: BBC AfL condition met in this period.</p>
Progress delivery of UCL East (undertaken by UCL).	UCL have appointed their contractor for their main academic buildings at Marshgate.
Progress delivery of Stratford Waterfront procurement.	OJEU procurement for Enabling Works, Tower Cranes, Building Control and Carpenter's Land Bridge, Substructure Works, complete and contract let. Procurements underway for, Common Site Services, V&A frame package, UAL frame package.
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 2018); leadership of the EAST Education programme.
Delivery 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.



## PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.</p>	<p>Continued attendance at monthly Manor Residents' Association and support in engaging with the developer on community facility.</p> <p>East Wick and Sweetwater: site relations underway for infrastructure works.</p> <p>Monitoring community activity at the London Marathon Community Track.</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&amp;A Chrisp Street Micro-Museum, UCL Culture's community programme.)</p>
<p>Ensure and deliver best practice consultation programmes in line with LLDC Code of Consultation for new developments on and around the Park.</p>	<p>UCL East and Stratford Waterfront (East Bank) consultations ongoing; LLDC Code of Consultation updated in Q1.</p>
<p>Deliver three successful community interim use sites on and around the Park (Hub 67, Mobile Garden City, Warton Road).</p>	<p>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.</p>
<p>Deliver youth engagement programme to enable local young people to feed into future plans for the Park and connect opportunities in the Park to local young people in East London.</p>	<p>Legacy Youth Voice fed into long term vision and narrative and sport and community outreach strategy. Review of the Youth Board and development work undertaken working with Leaders in the Community.</p>

## 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, with good progress being made on planning and design. Procurement for initial Stratford Waterfront contracts are underway with contracts awarded for Enabling Works, Tower Cranes, Building Control and Carpenter's Land Bridge, Substructure Works.

The Agreement for Lease has been completed by BBC and LLDC for the BBC's new music studios at the Stratford Waterfront site. This is a condition of the Government's funding of the East Bank project through approval of the Full Business Case. This completes all funding conditions apart from ongoing conditions to be reported to the Government annually by LLDC throughout the lifetime of the project.

The planning process has continued following submission of the planning applications for Stratford Waterfront in November 2018.

### **THE GLOBAL DISABILITY INNOVATION HUB**

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. Following 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, work has progressed to get

contractual arrangements and workstreams in place for delivery. This project aims to help at least 3 million people across the world to access Assistive technology.

### **COMMUNITY ENGAGEMENT**

Work is ongoing with East Bank partners to develop the East Education Programme: Sadler's Wells' dance project completed at Mossbourne Riverside Academy. A film was produced for engagement project Working Women. The Creative Content Group regularly meeting and focus of programming activity is the 2019 Great Get Together.

The Shrouds of the Somme installation on the Park was supported by a schools activity programme delivered in Partnership with UCL LLDC have also been working with colleagues in the local boroughs to ensure that the EAST Education programme aligns with borough priorities.

## 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 securing Government funding. Ensure best outcome from residential development.	R
East Bank construction interface and procurement risk.	Financial implications and programme delays.	Experienced and well-resourced project management partner, LLDC team and assurance. Initial procurements gone well.	R

# 5. 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. Working with partners including West Ham United, LS185 and UK Athletics.
<p><b>Health and safety</b> Construction undertaken without a fatal accident on site; to prevent any life-changing injury or occupational ill-health for any individual; and to minimise reportable accidents to a rate below 0.17 per 100,000 hours worked.</p>	There have been no reportable accidents in this period, representing a rate of 0.0.
Prepare draft revised Local Plan and undertake formal public consultation before submitting it to the Planning Inspectorate for a formal Examination.	Public consultation on the revised Local Plan and the updated draft CIL charging schedule completed in this period, with formal examination scheduled to commence in the next period.
Unqualified annual accounts for 2017/18.	<p><b>COMPLETE</b></p> <p>Unqualified accounts for LLDC and E20 LLDC approved by Board in July 2018.</p>

## PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<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, with over 97% of applications determined in time in December 2018.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>Three enforcement case have been closed in this period. 13 cases are open.</p>
<p>Annual Environmental Sustainability Report published.</p> 	<p>The Annual Environmental Sustainability Report for 2016/17 was published in this period; the 2017/18 Report is due to be published in the next period.</p>
<p>Deliver the environmental engagement strategy (including Earth Hour and Climathon).</p>	<p><b>COMPLETE</b></p> <p>Earth Hour took place on 24 March including AMO lights being switched off for an hour. The Climathon 2018 took place in this period, focusing on the circular economy and single use plastics.</p>
<p>Deliver the QEOP Smart Sustainable District programme.</p>	<p>Future Infrastructure study complete and is helping to shape the strategy for the deployment of the carbon offset fund.</p>
<p>Development of smart mobility living lab on the Park and in Greenwich.</p>	<p>Collaboration agreement signed with consortium partners. On track to open the testbed to customers in 2019.</p>



## COMMENTARY ON KEY PROJECTS

### PLANNING

#### Hackney Wick

LLDC is working with partners to implement a strategic approach to construction management in Hackney Wick. A Construction Transport Management Group has been established which has helped to improve issues in the area including construction noise and traffic. Site remediation works on the Telford Homes site in Wallis Road in LB Hackney ceased under instruction from LLDC and the LB Hackney, the Local Authority, following the release of unpleasant odours during excavation of contaminated material. Testing has been undertaken and an updated methodology for the management and removal of site contaminants submitted to the LLDC on 20 December, but substantive works will not resume until the updated details are cleared by LLDC, LB Hackney and Public Health England.

#### Local plan review

Public consultation on the revised Local Plan and the updated draft CIL charging schedule completed in this period, with examination scheduled to commence in the next period. Public examination of the revised Local Plan and the updated draft CIL charging schedule is expected to commence in early summer 2019.

#### Development Management

Pre-application discussions have continued with Madison Square Garden Company's plans to build MSG Sphere London – a music and entertainment venue in Stratford – and a planning application is likely to be submitted at the end of January 2019.

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 were due to go to a public inquiry by and independent inspector in February 2019 but these have now been withdrawn following discussions with PPDT on an alternative masterplan. The applicant undertook public consultation on the revised proposals in October, and it is anticipated that a planning application will be submitted in early 2019.

International Quarter London (IQL): 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 in early 2019.

### SUSTAINABILITY

Supporting growth in the circular economy principles (minimising waste and making the most of resources) is one element of LLDC's broader initiative to foster emerging sustainable technologies. In this period LLDC hosted Climathon London 2018 at Plexal. Participants were invited to attend the twelve hour 'hackathon' style event to explore and develop approaches for applying circular economy principles to help eliminate single use plastics in London. Partners included: Climate Kic, Plexal (at Here East), Loughborough University London, London Waste and Recycling Board, ECHO ++, Advance London, Circular Economy Club and High Speed Sustainable Manufacturing Institute.

54 participants from various backgrounds (students, professionals, entrepreneurs, and the local community) took part in Climathon London 2018, simultaneously developing solutions to environmental challenges alongside participants from 113 cities across the world. The day involved presentations followed by 1-2-1 team support from expert speakers from circular economy, plastic packaging, waste management, sustainable design and user experience design professions. Sessions included facilitated learning, team building and design development workshops.



Two ideas were selected to receive further support from LLDC's circular economy partners. The winning ideas came from: Cyclean, who developed a business model and service that provides, washes and returns reusable food containers to food outlets; also StyroLoop, who proposed a novel means of improving construction site waste management. The teams will now receive professional business development support to take their idea further from partners Echo++ and Advance London, whilst other teams will have the opportunity to benefit from the Climate Kic entrepreneurship "Greenhouse" programme.

### **COMMUNICATIONS, MARKETING AND STRATEGY**

The East Works Awards gave LLDC the opportunity to promote the work we do with the local community and businesses as part of our socio-economic programme, and the achievements of people and partners who participate in the East Works programme. The media campaign around the Awards, targeted audiences who live in the boroughs around the Park, see more information in the case study below. We also promoted the Shrouds of the Somme installation which marked 100 years since the end of the First World War.

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues, in particular focused campaigns for the Park and ArcelorMittal Orbit for October half term and the Christmas holidays. Christmas gift vouchers for the Park and ArcelorMittal Orbit were also promoted.

The East Bank programme continues to be a major focus of our marketing work, information boards have been installed on the site so that people could understand more about future works and temporary branding is now up on the Stratford Waterfront site.

LLDC continued to make presentations to promote our work and the opportunities provided by the Park, including to the Governor of Tokyo and a member of the London Assembly.

Significant time was spent dealing with media enquiries concerning the London Stadium and our relationship with West Ham United, including communications around the agreement with West Ham about increasing their seating capacity. In addition, we provided briefings for appearances at the London Assembly Budget and Performance Committee.





### CASE STUDY: East Works Awards

The East Works Awards were set up to celebrate the achievements of people and partners who participate in the LLDC's East Works programme, as set out in the Inspire section, above. For the media campaign around the Awards, LLDC's target audience was those who live in the boroughs around the Park, concentrating on placing case studies in local media to raise awareness of how LLDC's apprenticeship and training schemes have changed the lives of local young people. Before the Awards, a piece in the Newham Recorder, featured Lee Young from Canning Town, who did an initial two week placement with the horticultural team on the Park, and after impressing his manager, was offered an apprenticeship. He had initially struggled to get a job in horticulture despite studying the subject in college, as other employers wanted qualifications and a driving licence. Five years later, Lee has worked his way up and is now a grounds maintenance operative. Link to the article: [www.newhamrecorder.co.uk/news/olympic-park-apprentice-discusses-his-journey-1-5751588](http://www.newhamrecorder.co.uk/news/olympic-park-apprentice-discusses-his-journey-1-5751588)

After the awards, LLDC contacted local papers and set up interviews with the winners. 19 year old Jack Connolly, from Hackney, was crowned Apprentice of the Year for his horticultural work on the Park. Prior to his apprenticeship, he had no experience in gardening, but his strong work ethic and dedication to the role, helped him scoop the prize. Jack was interviewed by his local paper, the Hackney Gazette: [www.hackneygazette.co.uk/news/olympic-park-gardener-from-haggerston-wins-gold-medal-of-apprenticeships-1-5772481](http://www.hackneygazette.co.uk/news/olympic-park-gardener-from-haggerston-wins-gold-medal-of-apprenticeships-1-5772481) and an interview with him ran in Hackney Today the council's publication that is delivered to over 98,000 homes, businesses and community organisations in the borough.

The editor of the Newham Recorder attended

the East Works Awards, along with a reporter from the paper. A feature on the night was published in the paper the week afterwards: [www.newhamrecorder.co.uk/news/lyn-garner-geoff-thompson-and-baroness-grey-thompson-present-awards-at-lldc-s-east-works-ceremony-1-5763336](http://www.newhamrecorder.co.uk/news/lyn-garner-geoff-thompson-and-baroness-grey-thompson-present-awards-at-lldc-s-east-works-ceremony-1-5763336). LLDC arranged for the Newham Mag, the council's publication that is delivered to over 100,000 households, businesses and community organisations in Newham, to interview Ricky Quy from Upton Park, who won the Individual Achievement of the Year award.

LLDC also encouraged the multitude of partners and stakeholders to communicate about the awards, for example The Camden Society, who won two awards for their commitment to working with people with disabilities. Two of their apprentices who work in the Timber Lodge café in the north of the Park were finalists for the Individual Achievement of the Year prize. Coverage ran in the Newham Recorder: [www.newhamrecorder.co.uk/news/camden-society-charity-wins-olympic-park-awards-for-unity-kitchen-cafe-1-5777154](http://www.newhamrecorder.co.uk/news/camden-society-charity-wins-olympic-park-awards-for-unity-kitchen-cafe-1-5777154) and in Ham&High, a north London paper.

Coverage on our digital channels was also a strong channel for our audience - for reaching new and existing local residents, stakeholders and partners. On the night of the Awards we interviewed two award winners, who spoke about how the East Works programme had helped them in their careers, and a board member, Sukhvinder Kaur-Stubbs (LLDC's content on Twitter can be found here: <https://twitter.com/LondonLegacy>)

An article covering the Awards night and the East Works strand will be featured in the next edition of Park News (published in January 2019) distributed to 21,000 homes in the local area and available to view on the Park website.

## HEALTH AND SAFETY

The Board has agreed the Terms of Reference for a new Health, Safety and Security Committee. This will be chaired by Simon Blanchflower and the first meeting is planned for 12 March 2018. The following is an extract from the regular report from LLDC's Health and Safety consultant, Lawrence Waterman, covering the period of October to December 2018 (based on the reports on construction from Mace, on Park management from Park Operations and LLDC staff safety from HR). Future reports will include a separate section on London Stadium.

### Park:

This period has seen seven major event days in the London Stadium with two other events taking place on the Park (Oktoberfest and the Shrouds of the Somme) along with other small events in the public realm; Park visitor numbers have decreased across the period in line with seasonal expectations: Accidents remained extremely low across the period in the Park and public realm, with only 17 reported in this period.

Football matches on 20 and 31 October proved to be eventful for disorder both inside and outside of the stadium; resulting in a number of arrests, pitch incursions, violent disorder and flares being thrown.

Oktoberfest had a few incidents which resulted in discussions being held with the event owner around safety and security. A number of assaults took place in the public realm in relation to the event, these were addressed with the event owner.

### Key health and safety incidents:

- A cyclist heading towards F06 bridge from Carpenters Road, came off his bike. He called an Ambulance and was taken to hospital.
- A child on a school outing fell off some equipment in south park playground, London Ambulance Service treated at scene but did not transfer to hospital.
- An Engie engineer tripped over an electrical cable which was run across the field of play at the Copper Box Arena, injuring his hip and back. A full investigation was carried out by Engie.
- A Security Officer received an injury to his right knee after a homeless male (who was sleeping under Underpass 06) became aggressive towards officers and started throwing rocks and the security vehicle. Officer was taken to hospital to check injury and later discharged.
- An Engie member of staff fell off their bike whilst cycling down the recently resurfaced S path. Due to a number of issues on this path it was closed pending further investigation and remediation. The path was re-opened on 21st December after successful remediation.

- A vehicle attempted to tailgate over the Hostile Vehicle Mitigation at Speed on H05 Bridge as the bollards were rising. The driver of the vehicle was arrested by Police for no driving licence and no insurance.

## Construction

### East Wick and Sweetwater:

There was a minor accident at the H16 Bridge in November 2018, a Balfour Beatty fitter working on a piling rig cut their hand. No lost time injury. Regular inspections have been undertaken during the period. Where issues have been raised with the contractor they have been closed out in good time. The contractor provides detailed responses to issues that have been raised. Examples of good practice have been identified during the inspections. Generally, the site is well managed. Good information is presented on the boundary hoarding informing the public of works progress. Phase 1 of the project commenced during December and this will be monitored in line with current inspection frequencies.

### Chobham Manor:

Regular site inspections have been undertaken during the period. The inspections have identified both good practice and improvement opportunities. The site management team are receptive to comments and carry out the required actions. No significant incidents have been recorded during the period.

### 3 Mills Studios:

The River Wall contractor has been appointed and early meetings have taken place. Currently the LLDC and Mace team are reviewing the contractor; construction phase plan and work package plans. Comments have been sent back to the contractor for consideration and necessary action. Construction works to commence in early 2019.

### Surface Water Drainage and Stop Logs:

The project reached conclusion during December. There had been some issues identified during the earlier periods of the contract. Following intervention, the standards applied by the contractor did improve. We maintained closer supervision during this period to ensure that standards were maintained.

### Park wide resurfacing:

The project completed during November with no significant incidents occurring. Overall the contractor delivered their works in a planned and well managed manner with no significant issues arising.

### Staff health and wellbeing:

No incidents to report in this period.

## 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
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