

CORPORATE PERFORMANCE

JAN-MAR 2019
QUARTER 4

INCLUDING ANNUAL UPDATE
ON STRATEGIC MEASURES

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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 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 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.

FIVE YEAR STRATEGY: 2015 – 2020

The Legacy Corporation's Five Year Strategy sets out the Corporation's five strategic business objectives, each of which has a set of measures of success for 2020. The quarterly Corporate Performance Report provides updates on milestones and measures to be achieved in the current financial year which contribute to the delivery of the measures in the Five Year Strategy. This quarter's report is an extended version of the Corporate Performance Report reporting on each measure in the Five Year Strategy, setting out progress to date and activities planned for the future. Each measure has a RAG rating against it, definitions are below:

Red - measure off track for meeting target or completion date.

Amber - measure progressing more slowly than initial milestones but still expected to meet completion date.

Green - measure on track to meet target or completion date.

Blue - LLDC is one of many organisations contributing to this measure. Targets have been set as part of the Growth Boroughs' Convergence Strategy.



SUMMARY OF PROGRESS IN THE QUARTER JANUARY TO MARCH 2019

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

- LLDC took control of the London Stadium operator, LS185, through the acquisition by E20 Stadium LLP of the company.
- The East Wick and Sweetwater development secured £78m loan funding from Homes England and construction works are underway.
- Local primary school children learned about civil engineering at the Bridges to Schools event at the London Aquatics Centre.
- Outline planning permission for the Hackney Wick masterplan was issued in March following GLA stage 2 sign-off.
- Reserved Matters planning application approved for UCL East.
- CIL Neighbourhood Priorities Fund approved funding for 9 projects.
- Commenced 3 Mills River Wall repair works.
- Completion of phase 1 construction at Chobham Manor.
- Local Plan and revised CIL charging schedule submitted for examination.
- Exceeded Park visitor number estimates for 2018/19.
- Held London Pulse netball team's first Vitality Super League Netball match in their new home, the Copper Box Arena.
- Four young, local residents were selected to spend three weeks in Washington D.C. to study with the Smithsonian Institution.
- Government funding for the GDI Hub's AT30 – Life Changing Assistive Technology for All project increased from £10m to £19.8m.

AIMS FOR NEXT PERIOD

- Gain planning approval for the hybrid application for Stratford Waterfront.
- Contract awards for ongoing Stratford Waterfront construction procurements.
- Install new claret pitch cover at the Stadium before the end of the 2018/19 football season.
- Complete Stadium seat transitions and hold successful summer events including Major League Baseball, Muse in concert and the Muller Anniversary Games.
- Hold the Fina World Diving Championship at the London Aquatics Centre and the Street League Skateboarding Championships on the Park.
- Commence procurement for a developer for the Hackney Wick Neighbourhood centre.
- Complete construction works on Stour Road (H16) Bridge; commence construction for Monier Road (H14) Bridge.
- Appoint the lead training provider for the QEOP Training Association.
- Commence public examination of the revised Local Plan.
- 4 young local residents to complete their study in Washington DC with the Smithsonian Institution.
- Hold 5-year anniversary event of the Park re-opening.

FINANCIAL PERFORMANCE SUMMARY

	Month March 2019			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Outturn £000	Budget £000	Variance £000
CAPITAL INCOME						
Development	(2,597)	(760)	(1,837)	(20,492)	(760)	(19,732)
East Bank	(242)	0	(242)	(59,441)	(57,534)	(1,906)
Park Operations and Venues - excl Trading	(25)	0	(25)	(74)	0	(74)
Total Capital Income	(2,864)	(760)	(2,104)	(80,006)	(58,294)	(21,712)
CAPITAL EXPENDITURE						
Development	1,042	12,228	(11,186)	19,170	43,917	(24,747)
Executive Office	3	8	(6)	23	100	(77)
Finance, Commercial and Corporate Services	2,703	(329)	3,032	4,818	1,694	3,124
East Bank	3,144	996	2,147	26,992	29,035	(2,043)
Park Operations and Venues - excl Trading	506	1,581	(1,075)	3,428	6,609	(3,181)
Regeneration and Community Partnerships	76	613	(537)	282	1,124	(842)
Stadium	1,913	2,211	(298)	25,519	26,537	(1,018)
Contingency (Cap)	0	0	0	0	11,365	(11,365)
Total Capital Expenditure	9,387	17,310	(7,923)	80,231	120,380	(40,149)
Net Capital Expenditure	6,523	16,550	(10,027)	225	62,086	(61,861)
REVENUE INCOME						
Executive Office	(2)	0	(2)	(29)	0	(29)
Development	(60)	0	(60)	(120)	(120)	0
Finance, Commercial and Corporate Services	(352)	(7)	(345)	(711)	(87)	(624)
Park Operations and Venue - excl Trading	(461)	(339)	(122)	(4,209)	(4,103)	(106)
Park Operations and Venues - Trading	(1,115)	(558)	(557)	(8,244)	(7,220)	(1,024)
Planning Policy & Decisions	(367)	(142)	(226)	(1,935)	(1,700)	(235)
Total Revenue Income	(2,358)	(1,046)	(1,312)	(15,248)	(13,230)	(2,018)
REVENUE EXPENDITURE						
Communication, Marketing and Strategy	261	197	64	1,658	1,837	(179)
Development	(37)	20	(57)	34	128	(94)
Executive Office	262	207	55	2,164	2,485	(321)
Finance, Commercial and Corporate Services	730	516	214	6,021	6,164	(143)
Park Operations and Venues - excl Trading	926	700	226	8,641	8,439	202
Park Operations and Venues - Trading	846	705	141	9,112	8,464	648
Planning Policy & Decisions	221	234	(13)	2,716	2,813	(97)
Regeneration and Community Partnerships	440	352	88	2,406	3,351	(945)
Stadium	0	0	0	54	0	54
Contingency	0	0	0	0	1,186	(1,186)
Total Revenue Expenditure	3,649	2,932	717	32,807	34,867	(2,061)
Net Revenue Expenditure	1,291	1,886	(595)	17,559	21,637	(4,079)

	Month March 2019			Full Year 2018/19		
	Actual £000	Budget £000	Variance £000	Outturn £000	Budget £000	Variance £000
TRADING						
Timber Lodge Café	(45)	10	(55)	(30)	42	(72)
ArcelorMittal Orbit (AMO)	44	(65)	109	58	(783)	842
The Podium	(100)	18	(117)	(229)	(103)	(126)
London Aquatics Centre	(415)	151	(623)	1,430	1,753	(323)
Copper Box Arena	(34)	77	(114)	726	847	(121)
3 Mills Studio	255	(42)	174	(949)	(502)	(447)
Off Park Properties	28	(1)	29	(137)	(10)	(127)
Total Trading Net (Surplus)/Deficit	(268)	147	(599)	869	1,244	(375)

	Opening balance	Movement	Full Year	Headroom operational	Headroom authorised
Borrowings from GLA (£000)*	326,012	(6,446)	326,237	143,763	153,763

* Excludes £22.8m Stadium Capital spend, reflecting the E20 Stadium LLP loan reclassification.

CAPITAL

- LLDC has received receipts from Phase 2 of the Chobham Manor development, which were originally expected in 2019/20, within this financial year. The UCL Premium and payment for development costs were received in January 2019 when the agreement for lease became unconditional.
- Within Development, the Legacy Community Scheme infrastructure budget has underspent during the year, mainly due to changes in the spend profile on a number of key development projects. Furthermore, due to various delays in design, planning and commercial, the East Wick and Sweetwater infrastructure works are now scheduled to complete in 2019/20, instead of 2018/19, resulting in a significant underspend in this financial year.
- The 3 Mills River Wall works were due to be completed by the end of 2018/19 but have taken place predominantly in 2019; as a result, the majority of this budget will be spent in 2019/20. The programme of lifecycle asset management works on the Park and the QEOP venues have been delayed, meaning a significant amount of the lifecycle budget will be spent in 2019/20.
- Within Finance, Commercial and Corporate Services, a Corporation Tax charge of £2.7m has been recognised, driven mainly by the Chobham Manor receipts, described above.

REVENUE

- Revenue income has performed significantly better than budget. This is mainly due to higher than planned programming and events income (in Park Operations and Venues).
- The ArcelorMittal Orbit has underperformed against budget. The number of attendees has been lower than that projected in the business plan, and income from tickets is not as high as expected due to the sales mix and a higher than anticipated number of closure days due to bad weather, which has resulted in income falling short of budget.
- The underspend on expenditure is largely due to Regeneration and Community Partnerships spend on their Socio Economic programme reprofiling into 2019/20.

BORROWINGS

- Borrowings at the end of the year are lower than borrowings at the start of the year due to a net repayment of borrowings in the year.



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>Phase 1 of Chobham Manor has now completed. The first block of the second phase of homes is complete and mostly occupied; the rest of Phase 2 is on schedule to complete in summer 2019. Construction work for Phase 3 is already underway.</p>
<p>Completion of construction of the Bobby Moore Academy secondary school site.</p>	<p>COMPLETE</p> <p>The school opened to pupils 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> 	<h3>COMPLETE</h3> <p>The main package of construction works commenced in this period.</p>
<p>Pudding Mill developer procurement launched.</p>	<p>The delivery of Pudding Mill Lane has been a major factor in agreeing a way forward with the GLA around affordable housing, Procurement of design teams for this development is underway.</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. Following GLA planning approval, the aim is to commence procurement in summer 2019.</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>COMPLETE</p> <p>The station is open to the public and the works are complete.</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>Construction commenced in this period with scheduled completion in October 2019.</p>
<p>3 Mills future use agreed.</p>	<p>COMPLETE</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 the GLA to reach agreement on a delivery strategy and programme ahead of aiming to agree a timeline and objectives.</p>

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Planning for c8,000 homes across the LLDC area, including affordable homes in line with the Mayor's ambitions and housing mix to meet local need (as per the Local Plan)	1,122 new homes were granted planning permission in 2018 of which 254 were affordable.	G
Building on site or completed on approximately 2,350 homes on LLDC land	Across LLDC planning area in 2018 approximately 4,599 dwellings were under construction. 1,281 homes were completed.	G
Mossbourne Riverside Academy School and Bobby Moore Academy open and 1,200 school places delivered.	Following the completion of the Bobby Moore Academy secondary school site (approximately 1,140 school place) in 2018/19 LLDC and our partners have completed delivery of planned schools on the Park.	G
<p>Plans and designs in place for total LCS commitment of 1,052 sqm social infrastructure</p> <p>Primary School: Gross Internal Area is 2,295 m² Net Internal Area is 2,168 m²</p> <p>Secondary School: Gross Internal Floor Area for the DRET Secondary school is 9,935m²</p>	Progress on schools outlined above. Social infrastructure delivered through planning for LLDC's housing developments, for example nursery space being delivered at Chobham Manor.	G
Off-Park physical regeneration programme completed (station improvements, Leaway, A12 connectivity)	Hackney Wick station improvements complete. Planning permission obtained for Stratford Station and funding being sought. Leaway projects; Twelvetrees Ramp open and Silvocea Way complete	G

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Development of local neighbourhood centres at Hackney Wick, Bromley by Bow and Pudding Mill proceeding in line with plans</p>	<p>Bromley by Bow: LLDC is working alongside a range of key stakeholders in the area including local landowners; and through planning £5m has been secured towards early funding of the A12 Junction works. Hackney Wick and Fish Island SPD approved. Hackney Wick neighbourhood centre: planning approved and S106 Agreement finalised; procurement for a developer for LLDC's land due to commence in 2019/20. Pudding Mill Lane: Procurement of design teams for this development is underway.</p>	<p>A</p>
<p>Smart, Sustainable District (SSD) plan finalised and embedded with partners and operators (new in 2016)</p>	<p>Working towards a Smart Sustainable District through innovation and emerging technologies</p> <p>Initiatives delivered in support of these in 2018/19 include:</p> <ul style="list-style-type: none"> • CAV testing undertaken • Progressed Smart Mobility Living lab • Working with partners on the circular economy including a focus on single use plastics 	<p>G</p>
<p>Meet - and aspire to exceed - LLDC design, accessibility and sustainability standards on all developments</p>	<p>All projects continue to be subject to internal review by LLDC design team. External review is facilitated through our Quality Review Panel.</p> <p>Currently updating and refreshing Design Quality Policy (2012) to include design standards and processes for our residential development.</p>	<p>G</p>
<p>Meet Local Plan sustainability standards (water efficiency, reduced carbon emissions, non- car transport provision)</p>	<p>No developments failed to receive planning permission for sustainability reasons.</p>	<p>G</p>

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Perceptions measure: % of east Londoners agreeing that benefits of London hosting 2012 Olympic & Paralympic Games have been delivered (overall regeneration)</p>	<p>Research conducted in 2018/19 showed that 91% respondents from east London thought that the area is changing for the better</p>	<p>G</p>
<p>Contribute to improvements in growth boroughs' convergence indicators relating to housing units and affordable housing units</p>	<p>The 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>

COMMENTARY ON KEY LIVE PROJECTS

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.

CHOBHAM MANOR

Work has continued on construction of the Legacy Corporation's first housing development at Chobham Manor, providing over 850 homes. 350 homes have now been completed. Phase One (consisting of 259 homes in blocks 1A, 1B, 1C and 1D) is now fully complete. In Phase Two, block 2A is also complete and 86 out of the 91 units have been occupied.

The rest of Phase 2 is on schedule to complete in summer 2019. Phase 3 construction is also underway for completion in 2021/22s

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 the development secured £78m loan funding from Homes England in this period. Construction for the East Wick and Sweetwater development continued in this period, with commencement of the main package of works.

The Reserved Matters Application for phases 2 and 3 construction will be now be submitted jointly in autumn 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 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.

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. Outline planning permission for the Hackney Wick masterplan was issued in this period following GLA stage 2 sign-off.

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 procurement in September 2019.

HACKNEY WICK STATION

The new station entrance opened on 18 May 2018 following construction work. The works were 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 Underpass running north to south beneath the existing railway line has replaced the pre-existing footbridge and once opened, will open up new pedestrian and cycle links between Wallis

Road and White Post Lane, better connecting the boroughs of Hackney and Tower Hamlets. The Underpass features concrete walls imprinted with chemical symbols to signify the area's industrial heritage and an illuminated glass wall to reflect the local waterways.

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.

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 4 2018/19 two LLDC CIL payments were received.

Date received	Amount received
February 2019	£ 324,940.49
February 2019	£ 102,880.77
Total	£427,821.26

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 4 2018/19 £160,207.70 was collected. This will be transferred to Transport for London (less a 4% administration charge retained by LLDC).

The CIL Neighbourhood Priorities Fund has been established to meet the requirement that 15% of LLDC CIL monies collected be spent specifically in consultation with the local community. Following consultation on community priorities in 2016 and the establishment of specific assessment criteria, an initial round of bidding from those proposing local projects was held once a sufficient level of funds had accumulated, in the summer of 2018. A total of 17 bids were submitted. These were assessed in accordance with the criteria and with formal input from the Park Panel. The views of the Park Panel were then considered by the Project Proposals Group who made final decisions on the bids. Nine of the project bids were approved, with feedback offered to those who were unsuccessful. The total amount awarded to the successful projects is £472,644, with the majority having now completed funding agreements and in the process of drawing on the awarded funds. A second bidding round is planned to start in June 2019, with arrangements for publicity and assistance for those considering submitting a bid being put in place. Appropriate publicity is planned for the projects that have successfully bid for funding and are being implemented.

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 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.	G
Delivery of the strategy for 3 Mills Studios	Financial and reputational impacts	Formalised working with partners and engagement with stakeholders.	A

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
Deliver demand-led, centrally commissioned, modern methods of construction training programme for local residents.	<p style="text-align: center;">COMPLETE</p> Construction training programme completed in December 2018. The Boroughs are tracking jobs progression outputs for end of year monitoring review.

PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
Establish a Park Training Association.	<p>COMPLETE</p> <p>The first formal meeting of the Association was held in July 2018. It was confirmed in this period that Lendlease are joining the Association. Procurement of the lead provider will be carried out over spring 2019.</p>
Launch and delivery of Building Information Modelling curriculum in a total of 9 local schools and colleges.	<p>COMPLETE</p> <p>Programme ongoing. Continuing to work with Black Training and Enterprise Group to support Design..Engineer..Construct candidates placed into work. New coordinator appointed. Looking to partner with schools in LB Hackney. Engagement plan with industry to tailor employers' work with individual schools.</p>
Provide start-up support to 45 entrepreneurs with Echo ++.	<p>COMPLETE</p> <p>Echo++ supported 55 businesses in 2018/19.</p>
Shared internship model piloted with East Bank partners and replicated in Plexal and across other employment areas.	<p>COMPLETE</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, with all East Bank partners involved in the programme.</p>
Establish a training facility on the Park focusing on 3D printing and virtual reality.	<p>COMPLETE</p> <p>A grant has been awarded to Hobs Studio to establish a training facility that focuses on 3D print and virtual reality 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>COMPLETE</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 March 2019</p> <ul style="list-style-type: none"> • 37% of construction employees working on the Park are Host Borough residents • 80% of the workforce are from BAME groups • 5% of the workforce are women • 1% of the workforce are disabled people • 4% 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 as of December 2018:</p> <ul style="list-style-type: none"> • 62% workforce Host Borough residents • 61% workforce are from BAME groups • 31% workforce are women* • 6% workforce are disabled people • 50 apprentices on site

* Against contractual target of 30 - 42%.

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Around 8,000 jobs through developments on Queen Elizabeth Olympic Park</p>	<p>LLDC led construction: 16,985 Other Park construction (incl. IQL): 12,296 LLDC end use: 469 Other Park end-use (Here East and IQL): 9,400</p>	<p>G</p>
<p>Stimulation of business growth in the MDC area: measured through net gain in employment floorspace</p>	<p>A total of 680,000 sqm of new B Class employment space had been permitted by the end of 2018 in LLDC's area since 2012. Of this 200,000 sqm has been completed and 170,000 sqm was under construction.</p> <p>Permissions granted during 2018 will deliver a total of 32,435 sqm new floorspace. This is a net gain of 28,954 sqm taking into account the loss of some existing space that would result. The majority of this loss, 2,976 sqm is within the storage or distribution (B8) category of use. Based on available information and the Employment Densities Guide 2015, permissions granted in 2018 would result in between 2,150 and 2,450 net full-time equivalent jobs.</p>	<p>G</p>
<p>Minimum % workforce jobs secured by growth borough residents (30% construction; 25%-85% end use depending on sector)</p>	<p>Construction snapshot (March 2019): Local: 37%</p> <p>End use snapshot to follow Local: 63%</p>	<p>G</p>
<p>% of workforce from priority groups (targets defined by sector and development)</p>	<p>Construction snapshot (March 2019): BAME: 80% Women: 5% Disabled: 1% Apprentices: 4%</p> <p>End use (March 2018) BAME: 53% Women: 42% Disability: 5%</p>	<p>G</p>

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
5% apprentices in the workforce (construction, EFM, end use)	An average number of 4.5% of apprentices in the workforce on the Park.	A
Hackney Wick Neighbourhood Centre first phase on-site	Planning approved and S106 Agreement finalised; procurement for a developer due to commence in 2019/20.	G
Here East fully occupied with planned profile of tenants	Here East is currently 70% let, interest remains strong and lettings in the pipeline provide a very positive outlook.	G
At least the London Living Wage paid to all directly employed staff at LLDC and by all its Tier 1 contractors and direct suppliers; apprenticeships paid at least to the national minimum wage.	Annual LLDC audit for 2018 confirms compliance and the LLDC has signed up to the GLA's new group-wide Living Wage licence that requires LLW to be paid through the supply chain too (implemented for all new contracts). Apprentices receiving the national minimum wage is built into all relevant contracts	G
Perceptions measure: % of east Londoners agreeing that benefits of London hosting 2012 Olympic & Paralympic Games have been delivered through increased business and job opportunities	Research undertaken in 2018/19 showed that 82% of east Londoners think that the Park is creating job opportunities for the local community increased from 71% in 2017/18.	G
Stronger retail centres: vacancy rates lower than London average	London-wide vacancy rate 7.9%; Stratford Metropolitan Centre (within LLDC area) 7.6% performing better than London average; East Village 15.8% reflecting the early stages of the development of this new Local Centre and an improvement on the previous year's 18.8% figure; For Hackney Wick Neighbourhood Centre, no retail vacancies were identified when surveyed at the end of 2018.	G

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Number of opportunities relating to Park development successfully awarded to local businesses</p>	<p>Measured through impact of LLDC's commercial activities on local businesses. Improved position for 2018/19 with £5.9m (8%) local spend against £1.6m (5.5% in 2017/18) of and this is in line with the performance of most other GLA Functional Bodies (this metric is monitored as part of the LLDC's work on Responsible Procurement)</p>	<p>G</p>
<p>Contribute to reduction in percentage of working age population of growth boroughs with no qualifications (convergence target)</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>
<p>Contribute to % 19 year olds resident in growth boroughs achieving level 3 threshold (convergence target)</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>
<p>Contribute to increase in working age population of growth boroughs qualified to at least Level 4(convergence target)</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>
<p>Contribute to reducing the unemployment rate 16+ in growth boroughs (convergence target)</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>
<p>Contribute to raising the median earnings for full time workers living in growth boroughs (convergence target)</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>

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 challenging, however this has shown improvement in this period with the figure for March 2019 exceeding the target. Performance on this area is being monitored regularly.

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.

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. In this period Lendlease agreed that they would join the association. LLDC is now exploring the next stages of prep in time for delivery to begin in mid-2019, with the lead training provider to be appointed in the next period. 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.

ACHIEVEMENTS IN THE LAST PERIOD

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

LLDC, in partnership with the TfL (who are the accountable body), have secured £1m funding from the CITB through its Construction Skills Fund to support new entrants to the construction sector through the provision of employer-led training courses and brokerage support. The project is centred on the Park and will work closely with the boroughs of Newham, Tower Hamlets, Waltham Forest and Hackney that surround the Park.

Part of the funding is earmarked for the delivery of an on-site training facility and the LLDC and TfL have been in discussion with Eastwick and Sweetwater Ltd. (EWS), regarding the feasibility of locating the training facility on one of the site's development plots.

LLDC is also part of the TfL-led Mayor's Construction Hub bid that was recently approved by the GLA.

180 primary school children from Newham, Tower Hamlets, Hackney and Waltham Forest had a taste of civil engineering at the London Aquatics Centre as part of the Bridges to Schools programme, led by the London Legacy Development Corporation, Institution of Civil

Engineers and Balfour Beatty. The students were tasked with working out how to build a 19-metre model cable-stayed bridge, while kitted out in hard hats, high-vis vests, gloves and goggles. After the bridge was built, each child got the chance to walk across the bridge to test how good their engineering skills were. The pupils learnt about the importance of safe working practices and collaboration as well as the engineering properties involved in building a bridge including; counter weights, towers in compression and cables in tension.

The launch of Flipside has gained significant coverage in the trade press. The LLDC supported programme is industry-led talent training and development programme in digital product design for talented, unemployed or underemployed young people aged 18-25 from Newham, Tower Hamlets, Hackney and Waltham Forest. 12 young people from groups traditionally underrepresented in the digital industry, have begun a ground breaking three-month training course designed to be experiential, practical, collaborative and broad, with the aim for them to become digital pioneers of the future, sending a signal to industry to urgently update its approach to diversity and inclusivity in the workforce.



Here East (former Press Centre and Broadcast Centre)

In Q4, Here East launched East London Innovators campaign to draw attention to these individuals throughout east London who are making huge contribution to the business and culture of the surrounding boroughs and beyond. Here East was proud to host a celebration event alongside LLDC to demonstrate their skills, knowledge and passion to solve real life problems.

In collaboration with LLDC, IQL, East Village and Here East, Bird Scooters extended their UK pilot across the Queen Elizabeth Park to allow commuters, visitors and local residents to be a part of this trial. It is anticipated to run until the end of the next period

Let space in this period sits at 70%. Matches Fashion completed their fit out and have relocated 200 employees from The Shard to make Here East their permanent home. Ford Fit out continues, with an anticipated completion in early Q1 and APL Logistics have confirmed their intent to relocated a 200-strong team from their offices in Stratford to the Press Centre at Here East

Ongoing works continue to assist the V&A move to Here East with plans to handover to them in the next period.

Interest in Here East remains strong and on campus occupancy is going from strength to strength, providing a vibrant community feeling.

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, IQL announced in February it had signed a new tenant for level 17 in One Westfield Avenue. The Nursing and Midwifery Council are taking 21,744 sq. ft. on a ten-year lease and are expected to move in in September this year. Also in February the independent café/bar, Signorelli, opened in Endeavour Square, providing coffees, lunches and evening drinks for those who are visiting, living or working at IQL. Construction works have started on the new pavilion building, and talks are happening with retailers interested in taking space there. The pavilion has space for two restaurants, a café and will also accommodate the Queen Elizabeth Olympic Park’s visitor centre.

IQL’s third commercial building is still on track for it to complete this July, with space there pre-let to Cancer Research UK and British Council.



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

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>COMPLETE</p> <p>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. 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.</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>COMPLETE</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>COMPLETE</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
<p>Estimated 6m visitors to the Park.</p>	<p>Estimate exceeded: visitor numbers to the Park from April 2018 to February 2019 are estimated at over 6.5m.</p>
<p>London Aquatics Centre throughput of 1m.</p>	<p>Estimate exceeded: figures for 2018/19 show over 1,029,000 visitors to the London Aquatics Centre.</p>
<p>Copper Box Arena throughput of 445,000.</p> 	<p>Estimate exceeded: figures for 2018/19 show over 459,000 visitors to the Copper Box Arena.</p>
<p>ArcelorMittal Orbit throughput of 180,000.</p> 	<p>Figures for 2018/19 show over 155,000 visitors to ArcelorMittal Orbit.</p>

* 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.

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Stadium completed and operating safely and effectively by Summer 2016	The London Stadium continues to operate successfully with major events including West Ham United football matches, athletics, including the 2018 Muller Anniversary Games and large-scale summer concerts.	G
Varied annual events programme delivered for a range of audiences in collaboration with partners and operators	The annual programme of events contributes to the highest number of visitors attracted to the Park since it re-opened. High profile events included 4 World Cup sporting events on the Park, the Arcadia music festival and the Great Get Together community event.	G
Brand strategy for Queen Elizabeth Olympic Park embedded with partners, developers and operators	The Brand Strategy was agreed this year in consultation with partners, developers and operators	G
Access to waterways opened up via Canal Park and the Leaway Update to strategy: Canal Park completed and responsibility handed over to LLDC in spring 2016	Capital projects are complete. Transfer of the Leaway project to London boroughs of Newham and Tower Hamlets underway	G
Queen Elizabeth Olympic Park protected as one of the largest metropolitan parks in east London.	Open space has not changed and parkland environment remains protected.	G
Maintain Green Flag status The international award is the mark of a quality park or green space and is a sign to the public that the space boasts the highest possible environmental standards, is safe and secure, is well maintained and has excellent visitor facilities.	The Park received the prestigious Green Flag Award for the fifth year in 2018/19	G
Visitor numbers sustained and increasing in line with Park development	An estimated 6.5m visits to the Park in 2018/19. Over achieved against an estimate of 6m visits	G
Net promoter score maintained	Visitor research in 2018/19 showed an NPS score of +77 (NPS score of >1 considered good, >50 is excellent)	G

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.

LLDC took control of the London Stadium operator, LS185, through the acquisition by E20 Stadium LLP of the company.

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 summer's sold out Major League Baseball, the West Ham United home fixtures, international athletics, and concerts including Muse this summer will not be affected.

The outcome of the FA hearing into crowd trouble at the West Ham United v Burnley match on 10 March 2018 was a fine of £100,000 for West Ham. The FA report recognised that improvements had been made to security arrangements subsequently and no major disturbances had occurred since. Safety and security remains the key operational focus at the London Stadium for all events.

In this period, we announced that we are working with West Ham United to explore some changes we believe will improve the seating and experience of supporters in the Stadium at the Sir Trevor Brooking and Bobby Moore stands by bringing fans closer to the action.

The concept, which has initially been presented to a meeting of West Ham United's Official Supporters' Board, will bring the vast majority of fans in the lower tiers of both stands closer to the pitch, many by more than four metres, with

the stand being squared off in line with a more traditional football stadium configuration behind the goals.

The first step in this process has been for West Ham to write to supporters who currently hold a Season Ticket in these stands advising them of the intention to explore the opportunity. The primary goal of the project is to improve the overall fan experience inside the Stadium, in line with feedback from supporters, and in doing so move thousands of supporters closer to the action. It is also quicker and more straightforward to install and remove, increasing the availability of the Stadium for events throughout the summer as well as reducing the annual costs of operating the multi-use Stadium. The new claret pitch side cover is to be used for the first time at the Stadium in the next period. This period also saw Gallagher Premiership rugby return to the Stadium, with Saracens facing Harlequins.

Park

It was announced in this period that the 2019 World Para Swimming Championships will take place at the London Aquatics Centre from 9 to 15 September 2019.

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

Plans were made in this period for a special lunchtime pop-up performance by the Smithsonian Jazz Masterworks Orchestra (SJMO) to mark the 5th anniversary of Queen Elizabeth Olympic Park's opening on 5 April 2019. The 19-piece big band orchestra in residence at the Smithsonian's National Museum of American History in Washington D.C. made a special stop as part of its week-long visit to London during its global tour.

The SJMO played to local children, community groups and Park users in front of the site of the planned East Bank powerhouse of culture, education, innovation and growth, the future site of the Smithsonian's first permanent outpost outside of the continental USA.

Activities on the Park in this period included Maddie and Mackenzie Ziegler's Ultimate Dance Masterclass at the Copper Box Arena on 5 January; London Pulse netball team's inaugural Vitality Super League Netball season in their new home, the Copper Box Arena, which has also hosted London Lions games, Indoor Hockey,

a four-day street dance festival, Indoor Rowing Championships, and the Abu Dhabi Grand Slam Jiu-Jitsu World Tour. Bricks in the Sky returned to the ArcelorMittal Orbit over February half term, and the first QEOP Half Marathon saw 4,000 people running the length and breadth of the Park on February 10th.

Along with West Ham United, London Lions and London Pulse matches, the next major events on the Park include: Saracens v Harlequins rugby union at the London Stadium and Championship Boxing in the Copper Box Arena on 23 March; twelve FIH Pro League international men’s and women’s hockey matches at the Lee Valley Hockey and Tennis Centre from 27 April to 15 June; a range of mass participation events, including Run Hackney in May; FINA World Diving Championships at the London Aquatics Centre and the Call of Duty World League Tournament in the Copper Box Arena in May.

Along with the end of season West Ham United and London Lions matches, the next major events on the Park include; a range of mass participation events, including Run Hackney; FINA World Diving Championships at the London Aquatics Centre; the Vitality Netball Superleague final, the Street League Skateboarding World tour and the Call of Duty World League Tournament in the Copper Box Arena. Summer events at the London Stadium include a concert from Muse, Major League Baseball and the Muller Anniversary Games. Our Community event, the Great Get Together, will be held on 23 June.

Skateboarding is coming to the Park with the Street League Skateboarding Championships in May 2019. LLDC is working with partners to provide a skatepark as an interim use at Marshgate Terrace with GLA funding for one year from May 2019. This will animate the Park and help attract people who do not regularly visit.

Our plans to redesign roads on the Park to encourage walking and cycling received positive coverage in the Evening Standard. Proposal include narrowing Westfield Avenue and Montfichet Road to one lane in either direction to enable segregated bike lanes and wider pavements to be built, supporting increased visitors when East Bank is open and improving access to the London Stadium. The Evening Standard article can be found here: [standard.co.uk/news/london/olympic-park-to-be-given-25m-green-transport-makeover-for-pedestrians-and-cyclists-a4115111.html](https://www.standard.co.uk/news/london/olympic-park-to-be-given-25m-green-transport-makeover-for-pedestrians-and-cyclists-a4115111.html)

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 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	R

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.	<p>COMPLETE</p> <p>Agreement made with the Mayor of London on a portfolio approach to deliver 50% affordable housing across all developments, including Stratford Waterfront. Discussions continue regarding funding and delivery approach with the GLA.</p>
Stratford Waterfront town planning.	<p>COMPLETE</p> <p>Submission of the Planning application in the period with approval in April 2019.</p>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Full business case for East Bank approved by Her Majesty's Government.</p>	<p>COMPLETE</p> <p>The Full Business Case was approved, subject to conditions.</p>
<p>Progress delivery of UCL East (undertaken by UCL).</p>	<p>COMPLETE</p> <p>UCL have appointed their contractor for their main academic buildings at Marshgate and a preferred bidder approved in the period for their mixed use Pool St West building. UCL's Reserved Matters Application was approved by the Planning Decisions Committee in March 2019, subject to conditions.</p>
<p>Progress delivery of Stratford Waterfront procurement.</p>	<p>COMPLETE</p> <p>OJEU procurements for Enabling Works, Tower Cranes, Building Control, Carpenter's Land Bridge and Substructure Works, complete and contracts let in the period. Procurements underway for, Common Site Services, V&A frame package, UAL frame package.</p>
<p>Continue to work with East Bank partners to ensure delivery of the East Bank strategic objectives and to maximise the value of the cluster.</p>	<p>COMPLETE</p> <p>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; and the STEP into Smithsonian programme.</p>
<p>Delivery of East Education programme with East Bank partners.</p>	<p>COMPLETE</p> <p>The EAST Education framework has been launched by all East Bank partners as the shared strategic approach to education engagement.</p>

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>COMPLETE</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 and phase 1 construction works.</p> <p>Monitoring deliverables within London Stadium's Community Engagement Plan.</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>
<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>COMPLETE</p> <p>UCL East and Stratford Waterfront (East Bank) consultations in the period; 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>COMPLETE</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>COMPLETE</p> <p>Legacy Youth Voice fed into long term vision and narrative and sport and community outreach strategy. Following a very successful application process new members of the Legacy Youth Board have been appointed.</p>

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Stratford Waterfront and UCL East design and build nearing completion	The Full Business Case was approved, subject to conditions for Government funding. Planning is in place for both sites, subject to conditions. Major contracts for UCL have been let and construction work is schedule to commence in 2019/20. Procurement for Stratford Waterfront contracts is underway, with initial contracts let; enabling works have commenced ahead of construction commencing in 2019/20.	G
Plans for robust visitor offer developed for the culture and Education District, including ambitious and appropriate content and visitor services, and integration with the wider QEOP offer and brand	In advance of developing the visitor offer partners are working hard on collaborative ventures to raise awareness in the local area and deliver on Strategic Objectives.	G
Co-ordinated marketing, programming and audience development plans developed with Stratford Waterfront institutions and local partners and integration with the wider QEOP offer.	The project name East Bank was agreed with partners which was launched with the Mayor of London and the Government at an event in June 2018. Work continues to develop branding, integrated into the QEOP offer.	G
Collaborative and innovative programme developed for disability sport, art, theatre, urban design, transport through the Global Disability Innovation Hub	Leadership of the GDI Hub passed from LLDC to UCL as planned, supported by the establishment of a Community Interest Company for all non-academic activity. The Hub has continued to thrive, including confirmation on the successful award of £19.8m 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 6 million people across the world to access Assistive technology.	G

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Mechanisms for engaging local communities established and embedded with partner institutions</p>	<p>The main focus of East Bank activity remains the education programme: EAST Education has been launched by all partners as the shared strategic approach to education engagement. Between September 2018 and March 2019 there have been a total of 76 EAST Education projects taking place in east London schools. This has been a combination of year-long programmes, termly projects and one-off workshops, all delivered by the East Bank partners. Examples of this include the UCL Engineering tutoring programme, Sadler's Wells year-long intervention programme, Insight workshops with LCF, through to one day workshops led by UCL as part of the Shrouds of Somme.</p>	<p>G</p>
<p>Long term solution for sports delivery on the Park identified and implemented</p>	<p>The Community Sports programme is focussed on creating opportunities that engage and strengthen local communities. We run a baseline programme of free activity for 50 weeks of the year across the Park. This equates to 1500 programmed hours of entry level activity per annum. This programme includes regular inclusive sports sessions such as Bikeworks' "All Ability Cycling" which often sees over 100 participants a week. In addition, Active August 2018 had just under 3,000 participants and an annual Festival of Sport is under development for 2019 onwards.</p>	<p>G</p>
<p>Investors in People achieved for volunteering programme</p>	<p>Queen Elizabeth Olympic Park - Park Champions volunteering programme achieved the Investors In Volunteering award in May 2018.</p>	<p>G</p>

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
<p>Good levels of local participation in arts and culture, volunteering, education, and sport programmes</p>	<p>Community programmes continue to show high levels of sustained participation with a good balance of wide reach activity alongside deeper engagement projects. The cumulative local participant total for all programmes this year is 169,372 people. Programme level breakdown: Echo - 5,300 Volunteering - 799 Education - 137,202 Sport - 12,000 Community forums - 271 Events - 13,800</p>	<p>G</p>
<p>Contribute to % Pupils from growth boroughs achieving at least Level 4 in English & Maths and Key Stage 2</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>
<p>Contribute to % Pupils from growth boroughs achieving five GCSE grades A*-C (including Maths and English)</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>
<p>Contribute to reduction in % growth boroughs residents doing no sport or activity (0 times 30 mins per week)</p>	<p>The last time this metric was measured the gap was similar or widened since base line year. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>
<p>Contribute to reduction of Obesity levels in growth borough school children in year 6</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</p>
<p>Contribute to increasing the % growth borough residents meeting recommended adult activity level (5 times 30 mins per week)</p>	<p>The last time this metric was measured it was on track to meet the target. However, the 4 Growth Borough are not currently publishing collective performance on convergence targets</p>	<p>B</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.

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, Substructure, Tower Cranes, Carpenter's Land Bridge and Common Site Services, with procurement underway for other construction packages. Enabling works are underway on site.

The Stratford Waterfront site's hybrid planning application has been submitted for approval at the Planning Decisions Committee in the next period. (This application was approved on 30 April 2019, subject to GLA approval for Stage 2 and Section 106.)

UCL's Reserved Matters Application was approved by PDC on 26 March 2019, subject to conditions relating to wind mitigation. Vinci has been named as preferred bidder for UCL's Pool St West Building which will be home to student residential units and academic and research space.

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. The award of £10m investment from the Department for International Development (DfID) in the GDI Hub for a three-year programme called AT 2030 was increased to £19.8m in this period. AT30 - Life Changing Assistive Technology for All aims to help at least 6 million people across the world to access Assistive technology.

STEP into the Smithsonian

Four young, local residents were selected to spend three weeks in Washington D.C. to study with the Smithsonian and learn about the creative and cultural sector. The four - Chess Charles from Newham, Abundance Matanda from Hackney, Iranga Tcheko from Tower Hamlets and Mohammed Rahman from Waltham Forest - will travel to the U.S. capital in May as part of the STEP programme to help them start a career in the cultural and creative sector.

COMMUNITY ENGAGEMENT

Work is ongoing with East Bank partners to develop the East Education Programme:

Since September 2018 there have been a total of 76 EAST Education projects taking place in east London schools. This has been a combination of year-long programmes, termly projects and one-off workshops, all delivered by the East Bank partners. Examples of this include the UCL Engineering tutoring programme, Sadler's Wells year-long intervention programme, Insight workshops with LCF, through to one day workshops led by UCL as part of the Shrouds of Somme.

Through EAST Education we have developed a project tracker that aims to capture relevant education activity across all partners. This is updated monthly.

We have also mapped activity across all participating schools to create a heat-map illustrating the reach and depth of work across east London schools.

In addition, existing strategic resources are shared with EAST Education partners such as Go Schools network (more than 200 local primary and secondary schools), Secondary school intel database and Creative Schools database. LLDC and East Bank Partners are working together on programmes for the coming year:

2019 East Education Summer School – Monday 29 July – Friday 9 August

Following on from the success of the 2018 Summer School pilot, we will be hosting another summer school on the Park for 2 weeks targeting 13 – 16 year olds living locally. This year’s EAST Summer School will reach a total of 300 and will cover a range of sessions delivered by UCL, LCF, V&A, Smithsonian, BBC and wider partners British Council, Stratford Circus, Studio Wayne McGregor and more. The summer school is free to participants and this year we will also be providing lunch for all attendees to support our reach to young people from disadvantaged backgrounds.

2019 School Challenge – Spring/Summer Term

Every year we deliver an East Bank schools challenge. This year this is being led by London College of Fashion as part of the Fashion District, in partnership with Unibail-Rodamco-Westfield. Key Stage 2 and 3 students of local east London schools will be invited to think about how new technologies could change the way people shop in the future. Students will be introduced to new concepts which will challenge them to think creatively, work as a team and build digital and problem-solving skills.

LLDC’s major annual community event, the Great Get Together, is scheduled to be held on the Park on 23 June 2019. The programme is being confirmed and will include contributions from each of our East Bank partners.

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
<p>Work towards improved financial sustainability Ongoing delivery of the restructuring plan of the Stadium.</p>	<p>In this period LLDC took control of the London Stadium operator, LS185, through the acquisition by E20 Stadium LLP of the company. E20 Stadium LLP and LS185's parent company VINCI Stadium came to the agreement so both businesses could move forward in the direction that matches their priorities. Working with partners including West Ham United and UK Athletics.</p>
<p>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.</p>	<p>There have been no reportable accidents in this period, representing a rate of 0.0.</p>
<p>Prepare draft revised Local Plan and undertake formal public consultation before submitting it to the Planning Inspectorate for a formal Examination.</p>	<p>COMPLETE</p> <p>Public consultation on the revised Local Plan and the updated draft CIL charging schedule completed. The draft Revised Local Plan and draft Revised CIL Charging Schedule were submitted to the Planning Inspectorate for Examination in this period.</p>

PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Unqualified annual accounts for 2017/18.</p>	<p>COMPLETE</p> <p>Unqualified accounts for LLDC and E20 Stadium LLP approved by Board in July 2018.</p>
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>COMPLETE</p> <p>This has been exceeded each month this year.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>Five enforcement case have been closed in this period. 21 cases are open at the end of the period.</p>
<p>Annual Environmental Sustainability Report published.</p> 	<p>The Annual Environmental Sustainability Report for 2016/17 was published in last 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>COMPLETE</p> <p>Earth Hour took place in the period and included the 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>

PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2018/19	PERFORMANCE AND COMMENTARY
<p>Deliver the QEOP Smart Sustainable District programme.</p>	<p>COMPLETE</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>COMPLETE</p> <p>Collaboration agreement signed with consortium partners. On track to open the testbed to customers in 2019.</p>

PROGRESS AGAINST 5 YEAR STRATEGY OUTCOME MEASURES

OUTCOME MEASURE TO 2020	PERFORMANCE AND COMMENTARY	RAG
Commercial objectives being delivered in line with revised commercial framework and strategy	Commercial assurance and support being provided across the business alongside quarterly commercial reporting to Investment Committee.	G
Aspiration to be an exemplar of accessibility, sustainability, and community benefit fully embedded in visions/missions/long-term plans of developers, operators and partner institutions	Delivery through well-established regeneration programmes on sustainability, jobs and skills (East Works) and education (East Education), detailed elsewhere in this report.	G
Learning from the transformation of QEOP shared in order to guide future regeneration activity both nationally and internationally	LLDC continued to host visitors from the UK and overseas to view progress on its regeneration programme and provided speakers for several conferences.	G
Long term transition plan for LLDC developed	Transition roadmap produced and discussed with Board. A strategy is being developed for completion in 2019/20.	G
Unqualified annual accounts	Annual accounts for LLDC and E20 Stadium LLP for the 2017/18 financial year were unqualified	G
Be on trajectory to be operating in a break-even position by 2025	This is under pressure due to the impact of the changing housing strategy and transition. To be addresses through the transition work in consultation with the GLA.	R
Operate to the highest standards of health and safety	Construction: no incidents Stadium: no reportable incidents LLDC staff: no significant incidents RIDDOR: no reportable incidents High Health and Safety standards have been maintained but this measure remains amber because of the need for continued vigilance.	A

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, it is anticipated that work will re-commence in the next period.

Outline planning permission for the Hackney Wick masterplan was issued in March following GLA stage 2 sign-off, Work is ongoing to prepare to select a developer for LLDC's land in this area later this year. For other sites coming forward in Hackney Wick Neighbourhood Centre, the Planning team is either holding pre-application discussions with landowners or is processing applications which have already been submitted, for example for Queen's Yard

Local plan review

Public consultation on the revised Local Plan and the updated draft CIL charging schedule completed in December. The revised Local Plan was submitted to the Planning Inspectorate for examination in March. Public examination of the revised Local Plan and the updated draft CIL charging schedule is expected to commence in early summer 2019.

Development Management

Madison Square Garden Company submitted a Planning application in March 2019 for MSG Sphere London, a music and entertainment venue in Stratford. Public consultation has commenced including meetings with the resident and the business community, determination is likely to be towards the end of 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 summer 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 late summer 2019.

SUSTAINABILITY

Smart mobility update: Capri project

The purpose of the project is to build passenger, regulatory and market confidence in autonomous pods as a practical, safe and affordable way to travel. The project will achieve this by demonstrating an on-demand autonomous pod service that will see pods using public roads for the first time. The proposed trial of the pods on the Park has been rescheduled from May to September 2019 to allow technical requirements to be addressed. The trial will see three PODs operating on the paths within the Park providing an on-demand service across both the north and the south of the Park. Members of the public will be able to book a pod to take them to a stop in the Park. It is the first time this on demand and point to point service has been trialled. More information can be found on the Capri Mobility website: <https://caprimobility.com/>

Smart Mobility Living Lab

London: this aims to build the UK's most advanced environment for developing future transport technologies, services and business models. The project legacy will be a permanent driverless vehicle test environment in the Park. The main focus of this project currently is the roadside build so the installation of the equipment needed to create the test bed and securing garage and office space on the Park, followed by commissioning and a small number of vehicles using the route. Once the test bed is operational it will be operated by Smart Mobility Living Lab: London Limited testing a whole range of use cases and technologies. To start with the main things people will see are extra CCTV cameras and other boxes on light columns which are starting to install now and then for commissioning there will be an electric vehicle with sensors on followed by CAVs later this year.

Both projects are being supported by academics from Loughborough University London and other University partners. LLDC is working with Here East and Plexal regarding their involvement in the projects. More information can be found on the Smart Mobility website: <https://www.smartmobility.london/>

As part of 2019 Earth Hour the lights at the ArcelorMittal Orbit were switched off for an hour on 30 March.

COMMUNICATIONS, MARKETING AND STRATEGY

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues, in particular focused on our successful Easter campaign for the Park and ArcelorMittal Orbit, with a mix of advertising in central London sites and local advertising on buses with the message that the Park is free to enter. Promotion for the ArcelorMittal Orbit included 50% off ticket prices in January and Bricks in the Sky during February half term. The first ever Health and Wellbeing week on the Park was a success in bringing LLDC's Place narrative to life and working collaboratively with Park partners.

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: a stakeholder event in Hackney Wick to launch the new inclusive design standards; stakeholder and journalists' tours of the Park and Venues; and a visit from the Mayor of Lima, which is hosting the Pan-American Games later this year. Wider regeneration initiatives and good progress on relationships with Stadium partners have been promoted through media and local publications and national media

HEALTH AND SAFETY

LLDC's health, safety and security is overseen by its Health, Safety and Security Committee and led at the executive level by Mark Camley, Executive Director of Park Operations and Venues. The Board receives a report back from each Health, Safety and Security Committee meeting, the Committee meets at least three times a year (the report back from the last meeting is a separate item on the agenda). There is a standing item in the Chief Executive's Report to Board which focusses on a summary on accidents and any major incidents, with more detailed information provided through the Committee as appropriate. This includes information around safeguarding; the Chair of the Health Safety and Security Committee, Simon Blanchflower, has been proposed as LLDC's safeguarding champion.

This period has seen nine major event days in Stadium; boxing in the Copper Box Arena and various other smaller events in the public realm. Accidents remained low at 21 across the three months, proportionate to the visitor numbers. There have been no major incidents to report. Compliance checks continue at our major construction sites no major issues were identified and all issues of non-conformity being raised with the contractors

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