

CORPORATE PERFORMANCE

JUL-SEP 2019
QUARTER 2

CONTENTS

INTRODUCTION AND SUMMARY

	Purpose of the document	3
	Summary of progress in Q2	4
	Financial Performance Summary	5

LIVE

1	Establish successful and integrated neighbourhoods, where people want to live, work and play	Progress against major LIVE milestones	8
		Commentary on key LIVE projects	11
		Key risks and issues	12

WORK

2	Retain, attract and grow a diverse range of high quality businesses and employers, and maximise employment opportunities for local people	Progress against major WORK measures	13
		Commentary on key WORK projects	16
		Key risks	18

VISIT

3	Create a diverse, unique, successful and financially sustainable visitor destination	Progress against major VISIT milestones	19
		Commentary on VISIT activities	22
		Key risks	23

INSPIRE

4	Establish a 21st century district promoting cross-sector innovation, education, culture, sport, aspiration and participation in east London	Progress against major INSPIRE milestones	24
		Commentary on INSPIRE milestones	27
		Key risks	28

DELIVER

5	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	Progress against DELIVER milestones	29
		Commentary on key projects	32
		Key risks	33

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](https://www.queenelizabetholympicpark.co.uk/our-story/the-legacy-corporation/business-plan) and the Corporation's 2019/20 budget. It also sets out information about the Legacy Corporation's financial performance <https://www.london.gov.uk/sites/default/files/mayors-final-budget-2019-20.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 JULY TO SEPTEMBER 2019

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

- Marked the start of East Bank Construction at Stratford waterfront and UCL East with the Mayor attending a Ground Breaking event.
- Continued the East Bank construction, procurement and design works.
- Held the Muller Anniversary Games in the London Stadium then complete seat transitions in time for the start of the 2019/20 football season.
- Held the Festival of Sport, badged as Active East in July including free outdoor sports sessions on the Park and community sport activities linked to Major league baseball, the Muller Anniversary Games and the launch of the South Park watersports pontoon.
- For the sixth year in a row, the Park was awarded the Green Flag Award Scheme as one of the best parks in the world.
- Opened two new routes from Stratford into the south of Park to cyclists and pedestrians.
- Completion of phase 2 construction works at Chobham Manor.
- Commence Planning phase for Training Association on site facility.
- Appointed training provider for Hobs Studios Training Academy at Here East.
- Commenced trial of Capri project using autonomous pods on the Park.
- Commenced Local Plan public examination hearing sessions.
- Unqualified external audit of LLDC accounts.
- Commenced construction of the Makeshift temporary creative hub at Clarnico Quay

AIMS FOR NEXT PERIOD

- Commence construction works for phase 4 of the Chobham Manor development
- Continue the East Bank construction, procurement and design works.
- Commence procurement to select a developer for Hackney Wick Neighbourhood centre.
- Copper Box Arena plays host to the British Fasts All-Starts Netball Championship on 12 October and the British Basketball All-Starts Championship on 13 October.
- Host the community focused Family Fun Day at the Podium café on 23 October
- Pilot a controlled descent abseil activity at the ArcelorMittal Orbit
- Planning approval for Chobham Manor phase 4 Reserved Matters Application and commence construction
- Commence third round of the STEP training and employment programme
- E20 Chief Commercial Officer takes up post

FINANCIAL PERFORMANCE SUMMARY

	Jul-Sep 19			30 Sep 19			Full Year 2019/20		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Capital Income									
Development	(6,477)	(12,615)	6,138	(6,456)	(24,471)	18,015	(30,339)	(32,268)	1,929
East Bank	(7,117)	0	(7,117)	(7,117)	(5,769)	(1,348)	(53,378)	(56,878)	3,500
Park Operations and Venues - excl Trading	(11)	(13)	2	(11)	(25)	14	(652)	(52)	(600)
Total Capital Income	(13,605)	(12,628)	(977)	(13,583)	(30,265)	16,682	(84,369)	(89,198)	4,829
Capital Expenditure									
Construction	1,621	2,397	(776)	3,534	5,436	(1,902)	7,753	6,526	1,227
Development	3,348	7,476	(4,128)	6,437	12,225	(5,787)	18,193	22,854	(4,661)
Executive Office	94	170	(76)	103	190	(87)	139	228	(89)
Finance, Commercial and Corporate Services	1,964	682	1,282	2,395	1,486	909	4,325	5,620	(1,295)
East Bank	14,227	18,613	(4,371)	26,198	32,183	(5,985)	83,707	86,842	(3,135)
Park Operations and Venues - excl Trading	1,229	2,324	(1,095)	1,790	3,475	(1,685)	5,746	10,366	(4,620)
Regeneration and Community Partnerships	38	138	(99)	138	302	(163)	313	695	(382)
Stadium	7,657	7,414	243	14,910	19,685	(4,775)	29,582	29,945	(363)
Capital Contingency	0	0	0	0	0	0	5,745	8,444	(2,699)
Total Capital Expenditure	30,178	39,213	(9,020)	55,506	74,981	(19,475)	155,503	171,520	(16,017)
Net Capital Expenditure	16,573	26,586	(9,997)	41,923	44,716	(2,793)	71,134	82,323	(11,188)
Revenue Income									
Executive Office	(7)	(8)	1	(15)	(17)	2	(29)	(29)	0
Development	0	0	0	0	0	0	(120)	(120)	0
Finance, Commercial and Corporate Services	(55)	(75)	20	(173)	(150)	(23)	(303)	(303)	0
Park Operations and Venues - excl Trading	(1,425)	(949)	(476)	(1,662)	(1,895)	233	(3,513)	(3,791)	278
Park Operations and Venues - Trading	(2,284)	(1,713)	(571)	(4,048)	(3,550)	(498)	(7,560)	(7,502)	(58)
Planning Policy & Decisions	(801)	(400)	10	(1,210)	(800)	(410)	(2,502)	(1,600)	(902)
Total Revenue Income	(4,572)	(3,145)	(1,017)	(7,107)	(6,412)	(695)	(14,027)	(13,345)	(682)
Revenue Expenditure									
Communication, Marketing and Strategy	430	437	(7)	821	822	(1)	1,700	1,726	(26)
Development	(29)	0	(29)	16	0	16	118	118	0
Executive Office	555	639	(84)	1,120	1,276	(156)	2,406	2,551	(145)
Finance, Commercial and Corporate Services	1,234	1,567	(333)	2,851	3,132	(281)	6,063	6,266	(203)
Park Operations and Venues - excl Trading	1,519	2,244	(725)	4,167	4,485	(318)	9,041	8,968	73
Park Operations and Venues - Trading	2,717	2,237	480	4,253	4,475	(222)	9,010	8,953	57
Planning Policy & Decisions	893	629	264	1,571	1,257	314	3,388	2,515	873
Regeneration and Community Partnerships	485	686	(201)	884	1,125	(241)	2,612	3,289	(677)
Stadium	9	0	9	36	0	36	0	0	0
Revenue Contingency	0	0	0	0	0	0	608	972	(364)
Total Revenue Expenditure	7,814	8,438	(624)	15,720	16,572	(852)	34,946	35,358	(412)
Net Revenue Expenditure	3,242	5,293	(1,641)	8,612	10,160	(1,548)	20,919	22,013	(1,094)

	Jul-Sep 19			30 Sep 19			Full Year 2019/20		
	Actual £000	Budget £000	Variance £000	Actual £000	Budget £000	Variance £000	Forecast £000	Budget £000	Variance £000
Trading									
Timber Lodge Café	20	1	20	6	2	4	(36)	3	(39)
ArcelorMittal Orbit (AMO)	0	(64)	64	(66)	(127)	61	(5)	(252)	247
Kiosks	(5)	(13)	8	(9)	(25)	16	(50)	(50)	0
The Podium	(42)	(26)	(32)	(36)	(53)	0	(111)	(105)	(6)
London Aquatics Centre	777	443	334	897	774	123	1,280	1,324	(44)
Copper Box Arena	406	218	188	384	421	(37)	781	810	(29)
3 Mills Studio	(783)	0	(783)	(1,017)	0	(1,017)	(350)	0	(350)
Other Trading Income	(47)	(31)	(16)	(44)	(60)	16	(121)	(265)	144
On Park Properties	(30)	(105)	75	(55)	(210)	155	(317)	(420)	103
Off Park Properties	134	101	33	145	203	(58)	379	406	(27)
Total Trading Net (Surplus)/Deficit	433	524	(108)	205	925	(737)	1,450	1,451	(1)

	Opening balance	Year to date	Forecast in-year	Forecast closing	Headroom operational	Headroom authorised
Borrowings from GLA (£000)	319,566	34,846	79,049	398,615	79,300	89,300

S106 & OPTEMS balance (£000)	32,021
CIL balance (£000)	11,330

CAPITAL

- Final planning consent for Stratford Waterfront was granted in June, with the Agreements for Lease with V&A, Sadler's Wells and UAL expected to become unconditional in the current financial year. On the execution of the UAL lease, LLDC will receive a lease premium payment and contributions towards the cost of their building.
- Forecast receipts from Chobham Manor sales are forecast to be slightly behind budget, though this income will be received in the next financial year.
- There is a forecast overspend on the 3 Mills River Wall (project) following the discovery of concrete and timber obstructions, funded through a draw on corporate contingency. Slippage on the East Wick and Sweetwater (Development) specified infrastructure works is reflected in the forecast; this expenditure will be incurred in the following financial year. A forecast underspend on Finance, Commercial and Corporate Services relates to a timing difference on LLDC's Corporation Tax liabilities; again, this expenditure is expected to be incurred in the following financial year.
- There are currently £2.7m of net draws on capital contingency, including £1.2m for 3 Mills Studios roof repairs and £0.6m for 3 Mills Studios river wall obstruction costs.

REVENUE

- In the year to date trading is ahead of budget. This is driven, in part, by higher than anticipated income from 3 Mills Studio, where a strong order book is expected to generate a full year surplus, despite ongoing major works.
- The ArcelorMittal Orbit is forecast to achieve a breakeven position for the year compared to a budgeted surplus. Elsewhere within Trading, income from on-park properties is expected to be lower than budget due to restrictions on interim uses pending the potential disposal of one of the development sites. Budgeted income from a new Park attraction is anticipated to be behind budget due to delays to the project; however, this is expected to be offset by improved performance from 3 Mills Studios rental income.
- Car park income is lower than anticipated, which is due, in part, to planned work on the car parks which has restricted customer access to these facilities.
- CIL administration fee income is expected to be considerably higher than budget due to a number of developments starting on site, with CIL payments becoming due. This is anticipated to be offset by increased expenditure on consultancy for Decision Support, which is required for the review of some major planning applications, which are anticipated to be submitted this year.
- There are currently £0.4m of draws on revenue contingency including a £0.1m drawdown for fees relating to non-potable water supply.



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 2019/20	PERFORMANCE AND COMMENTARY
<p>Chobham Manor phase 2 construction complete and phase 3 continues on schedule.</p> 	<p>Phase 2 has completed and construction works for Phase 3 is underway and on programme.</p>

PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>East Wick and Sweetwater construction continues on schedule, including commencement of phase 2.</p> 	<p>Construction of Phase 1 and sitewide infrastructure works for East Wick and Sweetwater development continued in this period.</p>
<p>Progress master planning for Pudding Mill Lane.</p>	<p>Design teams have produced initial designs on both sites in the development and public consultation is underway</p>
<p>Agree delivery approach for Rick Roberts Way with London Borough of Newham and GLA.</p>	<p>Work continues with joint landowners LB Newham and with the GLA to reach agreement on a delivery strategy and programme ahead of aiming to agree a timeline and objectives.</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. The site has since been acquired by The Guinness Partnership who have increased the percentage of affordable homes to be built to 50% and will begin construction shortly. Dialogue also ongoing with the remaining landowners for the north of the Bromley by Bow area.</p>

PROGRESS AGAINST MAJOR LIVE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
Commence Stratford Waterfront Residential Developer Procurement.	The Stratford Waterfront site’s hybrid planning application was approved by the Planning Decisions Committee in April 2019, with the GLA confirming approval for Stage 2 in June. Procurement of a developer is expected to commence early in 2020.
Hackney Wick Neighbourhood Centre development partner procurement complete.	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 the next period.
3 Mills river walls repair work completed.	Construction has commenced on the river wall repair works which are scheduled to complete in 2020.

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

Construction work has progressed on the latest phases of housing at the Chobham Manor. 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 has completed and almost all units have been sold. Construction works for Phase 3 are on programme and marketing of the units is due to commence in the next period. Construction for phase 4 on the development is scheduled to commence in the next period.

Phase 1 – 259 units of which 180 are private and 79 affordable (31% AH) (71 social and 8 intermediate).

Phase 2 – 207 units of which 184 are private and 23 affordable (11% AH) (all intermediate)

EAST WICK AND SWEETWATER

Work has continued to create new neighbourhoods, including up to 1,500 new homes in East Wick and Sweetwater.

Construction for phase 1 of the East Wick and Sweetwater development continued in this period. Related infrastructure works for the site are underway, with the Monier Road (H14) bridge being lifted out and hoardings erected around the area, construction of the new bridge is due to complete by April 2020. Ongoing work on North South Highway is due to complete later in 2020, this has been delayed due to utility obstructions. Commenced construction of the Makeshift temporary creative hub at Clarnico Quay in this period.

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.

The procurement strategy was approved by LLDC's Investment Committee in June 2017, with the aim to commence procurement in the next period.

PUDDING MILL LANE

Consultation on the plans for the neighbourhood at Pudding Mill Lane commenced in September 2019. Pudding Mill is comprised of two sites: Pudding Mill Lane and Bridgewater which together will deliver around 1,500 new homes and workspace for around 2,000 people.

The design teams are at the early stages of developing masterplans for Pudding Mill Lane and Bridgewater. The comments received during the consultation will help shape the proposals before a planning application is submitted by late 2020. Plans for Pudding Mill include new homes to meet the needs of families, a new neighbourhood centre around Pudding Mill Lane DLR station, creation of new workspace and improving connections between Queen Elizabeth Olympic Park to Stratford High Street and beyond.

HACKNEY WICK STATION

The improvement works undertaken at Hackney Wick Overground Station has won a best project award from the Royal Institution of Chartered Surveyors.



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 2 2019/20 two LLDC CIL payments were received.

Date received	Amount received
August 2019	£5,758,463.22
September 2019	£110,964.63
Total	£5,869,427.85

The Legacy Corporation has continued to collect Mayoral CIL: during Quarter 2 2019/20 £2,275,765.56 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.	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

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 are re-locating 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 2019/20	PERFORMANCE AND COMMENTARY
Continue to deliver the QEOP ‘East Works’ jobs and skills programme.	Highlights in this period include the completion of the STEP into Smithsonian programme: 4 young people undertaking a 3 week course in Washington DC to help progress their career in the cultural and creative sector.

PROGRESS AGAINST MAJOR WORK MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Holding the annual East Works awards.</p>	<p>The East Works awards are being reviewed, as the Park enters a new phase of development, the LLDC will continue to review the most effective mechanism for celebrating the key role local communities and employers have played and will continue to play in the construction and management of the Park.</p>
<p>Continuing the development of the QEOP Training Association, delivering the centrally commissioned construction training programme.</p>	<p>Design and planning documents for on-site facility finalised and interim training arrangements in place with the Skills Centre for during the planning phase.</p>
<p>Delivering the Design...Engineer...Construct (DEC) Building Information Modelling (BIM) curriculum in five local schools.</p>	<p>Continuing to work with the Black Training and Enterprise Group to support DEC candidates who have been placed into work. Engagement plan with industry to tailor employers' work with individual schools.</p>
<p>Delivering the Hobs Studios training academy at Here East.</p>	<p>Training provider to be appointed in the next period, with the Academy to open in late 2019.</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 August 2019</p> <ul style="list-style-type: none"> • 29% of construction employees working on the Park are Host Borough residents • 62% of the workforce are from BAME groups • 8% of the workforce are women • 5% of the workforce are disabled people • 3% 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 April 2019 (these figures are reported annually):</p> <ul style="list-style-type: none"> • 67% workforce Host Borough residents • 47% workforce are from BAME groups • 55% workforce are women • 4% workforce are disabled people • There are 6 apprentices across the two sites <p>Estates and Facilities Workforce targets as of September 2019:</p> <ul style="list-style-type: none"> • 60% workforce Host Borough residents • 60% workforce are from BAME groups • 30% workforce are women* • 8% workforce are disabled people • 10 apprentices on site

* Against contractual target of 30 – 42%.

COMMENTARY ON KEY WORK PROJECTS

The LLDC continues to work with its partners to deliver jobs, training and support to businesses through its East Works programme. Key highlights include:

The development of the QEOP **Training Association** has continued. The association is recommending a Park-wide shared apprenticeship framework. This will standardise construction contractors' approach to apprenticeship recruitment, payrates and conditions and allow for more collaborative working. This approach aims to help overcome the difficulties some contractors have found in meeting apprenticeship targets.

One of the Training Association's agreed objectives is to support under-representation across employment and training opportunities in construction. A programme of pre-employability training delivered by Capital City College with Women into Construction for women that are both new to the industry and those with some existing experience is currently being delivered through CITB-CSF funding.

We are working on the development of a **Good Growth Hub**, a physical facility to consolidate and scale the East Works programme at Clarnico Quay. This will maximise employment opportunities for local people and under-represented groups. It will expand and scale the East Works programme to enable LLDC to fully respond to the unprecedented levels of employment growth in and around the Park. It will establish the Park as an exemplar in the design and delivery of high-quality technical skills; as the place to access a diverse talent pipeline and; as an Innovation District renowned for the delivery of 'Good Growth'.

The Good Growth Hub will connect local people from diverse communities and those under-represented in the workforce to the employment and business opportunities being generated by growth in the Cultural, Creative, Fashion and Technology industries. LLDC is aiming to conclude commercial agreements in the coming weeks to allow the facility to open in September 2020.

7 local students studying Architecture and Civil Engineering have undertaken London Living Wage paid summer work placements with design practises and construction partners working on

East Bank projects, Chobham Manor and the Aquatics Triangle Here Edesign contract. To date the graduate placement programme has hosted 44 young people who attended schools in Hackney, Newham, Tower Hamlets and Waltham Forest with practises Allies & Morrison, PRP, Adam Khan Architects, Buro Happold & Lifschutz Davidson Sandiland.

Four local graduates have been offered Inspiring Success bursaries to study for Masters courses at Loughborough University London as part of the final phase of the LLDC funded scholarship.

Hobs Training Academy: Ravensbourne University London has been appointed and on course to commence recruitment later in 2019/20.

The latest Creative Opportunities Programme took place in July 2019. 18 people participated and 10 organisations helped to deliver the programme, including Stratford Circus, East London Dance, William Morris, Whitechapel and East Bank partners

Third round of recruitment for the **STEP** training and employment programme has been undertaken with over 180 applicants for 15 places. The programme will start in autumn 2019.

An off-Park property owned by LLDC at 5 Hancock Road in **Bromley by Bow** has been let on an interim basis to an affordable workspace provider. The tenant, Makelt, are known for running The Hive in Swan Wharf, Hackney Wick, and have transformed the upper levels and is planning to use the rear canal aspect for a temporary café. This provides affordable workspace and is designed to attract fashion businesses. This adds vibrancy to the area and serves as a functional workspace for displaced Hackney Wick tenants. The space opened in July 2019 and will be in place until 2022 when TfL will require the site to enable A12 junction works. The whole approach with both the LLDC let and the workspace provider's sublets is that in both cases it was left to the open market to propose uses rather than curating a space. Leaving it to market forces created more agility with the letting. The lease went through in 6 weeks and the tenant mobiles and got to 50% let within 4 months. It's interesting to see what comes forward naturally.



Here East

Q2 2019 was quieter than previous quarters in relation to events and focused on community and enlivenment activities; the big screen returned to The Yard for both tenants and member of the local community to enjoy Wimbledon, cycling and other televised sport along with film nights and Canalside hosted a family day, with programmed workshops and activities which attracted the highest number of families to date. September saw a stunt cycling event to support National Fitness Day.

In July, London College of Fashion held their ticked graduate fashion show and showcase within a ground floor unit and the theatre at Here East and live streamed the catwalk shows on the big screen to open it up to the Here East community.

Digital Institute London at Staffordshire University opened their state-of-the-art space in September, offering undergraduate and postgraduate courses designed to corner the industries of tomorrow, including games, cyber security and esports, complementing the current Here East offer.

Student numbers for both UCL and Loughborough University London have increased, with daily occupancy over 4500 people a day. In line with growing campus numbers Here East is reviewing transportation to Here East and in discussions with neighbouring organisations and travel providers to understand plans to manage increasing demand.

Interest in studio space at Here East has been positive.

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 2019/20	ESTIMATED DATE AND COMMENTARY
<p>Support the delivery of a programme of major sporting events (including the Diving World Series), music festivals and community events.</p> 	<p>In this period the World Para Swimming Championships were held at the London Aquatics centre.</p>
<p>High ropes attraction opens.</p>	<p>Construction is due to commence in the next period for completion by the end of the financial year.</p>
<p>Continue Stadium operations including football, summer athletics and Major League Baseball.</p> 	<p>The prestigious Muller Anniversary Games was held in the London Stadium on 20 and 21 July 2019. 40,000 spectators attended over the two days. Following this the Stadium successfully moved back to football mode for the start of West Ham United's 2019/20 season.</p>
<p>Maintain Green Flag status for the Park.</p>	<p>For the sixth year in a row, the Park was awarded the Green Flag Award Scheme as one of the best parks in the world.</p>

TARGETS	PERFORMANCE AND COMMENTARY
<p>Achieve 6.2m visitors to the Park in the context of less event space and more construction work.</p>	<p>Visitor numbers to the Park for April to September 2019 are estimated at over 3.4 million.</p>
<p>London Aquatics Centre throughput of 1m.</p> 	<p>Visitor numbers for the London Aquatics Centre for April to September 2019 are over 530,000.</p>
<p>Copper Box Arena throughput of 445,000.</p>	<p>Visitor numbers for the Copper Box Arena for April to September 2019 are over 180,000.</p>
<p>ArcelorMittal Orbit throughput of 180,000.</p> 	<p>Visitor numbers for the ArcelorMittal Orbit for April to August 2019 are over 86,000 visitors.</p>

* Note: The Park figures for 2019/20 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 E2O Stadium LLP, has completed its work to transform the London 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 E2O Stadium LLP of the company.

E2O 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 prestigious Muller Anniversary Games was held in the London Stadium on 20 and 21 July 2019. 40,000 spectators attended over the two days and saw a number of national and area records being broken by some of the finest athletes in the world.

As part of the Games, the London Stadium continued to demonstrate its commitment to work with the local community as part of Festival of Sport programme.

Following the Muller Anniversary Games, the Stadium successfully moved back to football mode for the start of West Ham United's 2019/20 season.

Building on the success of the Major League Baseball Matches in the Stadium earlier this year, it has been announced that two matches between the St. Louis Cardinals and the Chicago Cubs will be held in the Stadium on 13 and 14 June 2020.

In this period, LLDC announced the appointment of Joanna Adams as LLDC's Chief Commercial Officer. The role is a new one, and the opportunity benefits from the restructuring of London Stadium. Joanna will work alongside teams at the Park and venues maximising the commercial opportunities from the events and assets and joining up the potential across all parts of LLDC's offer.

Park

For the sixth year running, Queen Elizabeth Olympic Park is proud to have been recognised by the prestigious **Green Flag Award** Scheme as one of the best parks in the world. To receive the international award, parks or green spaces must show the highest possible environmental standards, be beautifully maintained and boast excellent visitor facilities. To ensure that the Park



retains its Green Flag Award status, a dedicated team of gardeners, designers and volunteers work throughout the year to maintain the beautiful surroundings that are enjoyed by both locals and tourists.

Activities on the Park since the last report included the Race for Life Pretty Muddy 2019 race on 27 July and the New Japan Pro-Wrestling’s first major event in Europe: Royal Quest at the Copper Box Arena on 31 August; and the World Para Swimming Championships was held at the London Aquatics Centre from 9 to 15 September.

Highlights in the next quarter include Chase the Moon 5km and 10km runs on 9 October and the Ovarian Cancer Walk on 12 October. The Copper Box Arena plays host to the British Fasts All-Starts Netball Championship on 12 October and the British Basketball All-Starts Championship on 13 October.

Throughout July the Park held a **Festival of Sport**, playing host to a range free sports sessions, hosted with 13 partners and open to people of all ages and abilities, badged as **Active East**. The Festival was designed to increase the sporting legacy on the Park, using athletics as a catalyst. 50 individual events took place across the Park, the London Marathon Community Track, the Lee valley VeloPark, the International Quarter and East Village reaching 7,000 people. The activities included yoga, basketball, cycling and athletics.



Around the Müller Anniversary Games, the London Stadium welcomed local schools, community groups and budding athletes to take part in events organised by British Athletics and supported by the London Legacy Development Corporation, with over 4,000 individuals participating.

Children across London were invited to the Stadium for the London Borough Connect Relays, with young athletes representing both their

schools and boroughs, and racing across three distances. The top teams in four age groups were then invited to compete in a grand final ahead of the Müller Anniversary Games.

Over 150 children from four local schools were also invited to end the year in style at the Müller Sports Day, combining traditional school sports day fun with added interaction from elite athletes. There was also a women-only Couch to 5K race on Sunday morning, hoping to inspire people who had never tried running before to give it a try – including the chance to run inside London Stadium itself.

The programme also linked in with the National Park City Splash festival on 27 and 28 July. This included free watersports sessions at our pontoon in the South of the Park, including canoeing, paddleboarding and rowing.

The aim is to use this year’s programme as a base from which to grow a more ambitious programme from 2020 onwards.

Routes in to the Park. Two new routes from Stratford into the south of Queen Elizabeth Olympic Park have re-opened to cyclists and pedestrians. The first route has re-opened a section of the Greenway following the completion of Crossrail’s bridge works and Thames Water’s sewer works.

The 1 kilometre long section of the Greenway provides a new and easy route onto the Park via Marshgate Lane, re-joining the Greenway at The View Tube.

The newly opened section of the Greenway completes a 6.8km continuous route starting alongside Queen Elizabeth Olympic Park and heading southeast along the top of the embankment of Thames Water’s northern outfall sewer and finishing at Royal Docks Road in Beckton. The route is perfect for walkers and cyclists giving impressive views of the Park’s venues as well as Victorian delights such as the beautiful Abbots Mills Pumping Station.

The second route to open is a little further to the east along the Waterworks River. The towpath underneath the railway lines between Bridgewater Road and Siding Street is now open providing another link between the Park and Stratford High Street via Warton Road.

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. E20 Chief Commercial Officer appointed and will take up post in the next quarter This fixes dates for athletics over the next six years and allows more flexibility to hold other events in the Stadium over the summer months.	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 with the Mayor of London and the East Bank partners, and secured government funding following approval of the Full Business Case in 2018. 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 2019/20	PERFORMANCE AND COMMENTARY
Stratford Waterfront town planning approved.	<p>COMPLETE</p> <p>The Stratford Waterfront site’s hybrid planning application was approved by the Planning Decisions Committee in April 2019, with the GLA confirming approval for Stage 2 in June.</p>
Stratford Waterfront: start on site construction of cultural and educational buildings.	On site work has continued in this period, piling work has commenced.
UCL start on site constructing their new university campus, UCL East (undertaken by UCL).	On site work has continued in this period at Marshgate, piling work has commenced.

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<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>Highlights in this period include the return of the East Summer School.</p>
<p>Progress EAST Education, an education engagement programme with East Bank partners.</p>	<p>All East Bank partners contributed to the return of the East Summer School, an intensive, free 2-week programme for 13 – 16 year olds from the 4 Boroughs, which ran from 29 July to 9 August. 24 courses were held with over 250 people from diverse backgrounds attending.</p>
<p>Deliver environmental engagement events e.g. World Environment Day, Climate Week).</p>	<p>As part of 2019 Earth Hour the lights at the ArcelorMittal Orbit were switched off for an hour on 30 March.</p>
<p>Deliver the QEOP Smart Sustainable District programme.</p>	<p>The trail of the Capri project on the Park, using autonomous pods on paths in the Park, was undertaken in September 2019</p>
<p>Ensure community plans are in place and are being delivered within Chobham Manor, East Wick and Sweetwater neighbourhoods and the London Stadium. Ensure mechanisms are in place amongst East Bank partner institutions to engage local communities.</p>	<p>Continued attendance at monthly Chobham Manor Residents’ Association and support in engaging with the developer on community facility. Chobham Manor community manager providing support to residents to deliver their own events and activities.</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>

PROGRESS AGAINST MAJOR INSPIRE MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<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 2021. 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.</p>
<p>Deliver successful Park Champions programme, including obtaining Investing in volunteers' status.</p> 	<p>Park Champions volunteering programme achieved the Investors In Volunteering award in May 2018.</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>Refreshed Legacy Youth Board with new membership now in place and held sessions on Housing strategy in this period. Legacy Youth Voice has held intensive sessions on Pudding Mill.</p>

COMMENTARY ON INSPIRE MILESTONES



The Mayor of London broke ground at an event on 2 July to mark the start of construction on East Bank – the country’s new powerhouse of culture, education, innovation and growth. Work began at the new UCL East and Stratford Waterfront sites at Queen Elizabeth Olympic Park, which will become the largest culture and education project for a generation, helping to cement the capital’s reputation as a world leader in these fields.

During the event, attended by representatives including from East Bank partners and local boroughs, local schoolchildren buried a time capsule symbolising the huge impact the project will have on the capital’s future generations. The historic moment was accompanied by a fanfare from a group of young east London musicians specially commissioned by the BBC.

On site work at Stratford Waterfront has continued with minor delays but no onward impact to the construction programme. Procurement has continued including the appointment of two contracts in September: UAL Frame and Site Accommodation. RIBA Stage 4 design work is substantially complete.

Enabling works at UCL East’s Marshgate site have completed and piling is now underway. Good progress has been made on wind mitigation measures.

LLDC submitted its annual report to the Ministry for Housing, Communities and Local Government to demonstrate that the project is on track. This has been approved by Civil Servants to allow this year’s project funding from Government to be released.

All East Bank partners contributed to the return of the **East Summer School**, an intensive, free 2-week programme for 13 – 16 year olds from the 4 Boroughs, which ran from 29 July to 9 August. The school was piloted last year and was significantly scaled up this year, with three times as many sessions on offer. A total of 24 different courses were held including gaming, architecture, dance, activism and design, with over 250 young people from very diverse backgrounds (including young people in care and from referral units) attending the programme, with throughput of 1,044 across the two weeks.



Local partners such as Badu Sports, and the British Council also contributed to the School. Free lunches were provided in response to the holiday hunger issue and feedback from boroughs and the 2018 pilot. The end of programme was marked by a showcase event attended by the young people and their parents. The programme was very successful with good and helpful feedback given from the young people and their parents.

COMMUNITY ENGAGEMENT

Following the success of our Family Fun Day in April 2019 we are planning for the next fun in October 2019. This will be held at the at the Timber Lodge Café and is targeted at local residents through community group networks and children’s centres.

Your Neighbourhood Talks was held at Plexal in September 2019 and was attended by circa 75 local residents. The attendees including a number of new faces which demonstrates the success of rotating the venues for the talks.

We continue to support to the Pudding Mill Lane developments through masterplanning consultation focussed on targeting local interest groups, immediate residents and allotment holders.

Work is ongoing with the Legacy Youth Board to prepare for a youth event at the Last Drop on 20 November coinciding World Children’s day in partnership with Unicef and the Youth Charter.

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. Planning permissions in place.	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 2019/20	PERFORMANCE AND COMMENTARY
<p>Work towards improved financial sustainability Ongoing delivery of the restructuring plan of the Stadium.</p>	<p>In January 2019 E20 Stadium LLP (E20) completed a transaction to bring the London Stadium Operator, LS185, in house. E20 and LS185's parent company VINCI Stadium came to the agreement so both businesses could move forward in the direction that matches their priorities. LLDC and E20 is working with LS185 to maximise the fantastic potential of the venue and ensure that progress continues to be made in getting the London Stadium on a firm financial footing. E20 Chief Commercial Officer appointed and will take up post in the next quarter.</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>Conclude finalisation of revised Local Plan.</p>	<p>The revised Local Plan and Community Infrastructure Levy were submitted to the Planning Inspectorate for examination in March 2019. The Public Examination hearings took place over four days during the week commencing 16th September.</p>

PROGRESS AGAINST DELIVER MILESTONES

MILESTONES FOR COMPLETION IN 2019/20	PERFORMANCE AND COMMENTARY
<p>Unqualified annual accounts for LLDC and E20 for 2018/19.</p>	<p>Following external audit unqualified annual accounts have been published for LLDC, E20 accounts are expected to be finalised in the next period.</p>
<p>Deliver an effective and responsive planning service. At least 70% of applications determined in time.</p>	<p>This has been exceeded each month in this quarter, with 96% of applications determined in time in August 2019.</p>
<p>Number of planning enforcement cases closed per month.</p>	<p>Three enforcement case have been closed in this period. 28 cases are open at the end of the period.</p>
<p>Annual Environmental Sustainability Report published.</p>	<div data-bbox="381 873 794 1458" data-label="Image"> </div> <p>The 2017/18 Annual Environment Sustainability Report is due to be published in the next period.</p>
<p>Develop and agree high-level LLDC Transition strategy.</p>	<p>Transition roadmap produced and discussed with Board. A strategy is being developed for completion later in 2019/20.</p>

COMMENTARY ON KEY PROJECTS

PLANNING

Local plan review: The revised Local Plan and Community Infrastructure Levy were submitted to the Planning Inspectorate for examination in March and hearing sessions for the public examination completed in August. In this period the Plan completed examination by the inspector: this went well and we are anticipating the Inspector’s report in February 2020, ahead of adoption in spring next year.

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 completed in June 2019 including meetings with resident and the business community. The REG 25 is due submitted by MSG at the end of October for review, Public Consultation is scheduled for November and December with determination by the Planning Committee in the New Year

Work has continued with landowners at Bow East relating to the concrete batching plant. A Planning Application due in November 2019 and PPDT will undertake public consultations once the Application is received. We are continuing to hold discussions with Network Rail on the long term masterplanning of the site, with a meeting scheduled for the end of September.

The bidding round for phase 2 Neighbourhood Priorities Fund for CIL fund concluded and 20 bids were received for community projects across the area. Approximately £800,000 was agreed to fund 14 projects.

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. The first proposed trial (of two) of the pods on the Park was held in the first two weeks of September 2019. The trial saw two PODs operating on the paths in the north of the Park with over 1,000 people trialling the vehicle in that time. The trial was open to members of the public and the learnings from this trial are currently being collated, to inform the scope of the second trial (currently scheduled for January 2020). More information can be found on the Capri Mobility website: <https://caprimobility.com/>

Smart Mobility Living Lab

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. Founding clients of SMLL include BP; Aviva; Honda R&D UK; Centrica; and Hastings Direct. For more information, see <https://www.smartmobility.london/>

CleanTech

LLDC is working with the GLA (and other partners, including UCL) to consider how best to foster innovation and job creation related to growth in the CleanTech (environmental products and services) sector, with a focus on QEOP as an innovation district.

Environmental reporting

The 2018/2019 Environmental Sustainability Report (charting progress against LLDC sustainability objectives) is due for publication in the next period.

COMMUNICATIONS, MARKETING AND STRATEGY

LLDC continued its marketing campaigns to encourage visitors to the Park and its venues, including the conclusion of the successful summer campaign which highlighted that the Park is free to enter through use of high impact platforms

The CMS team has promoted a number of very successful events on the Park generating good publicity including the Great Get Together and the East Bank Ground Breaking event. We also publicised the success of the East Summer School event. (See other sections of this report for the details.)

Opportunities provided by the area to business have been promoted through a new investment brochure – A Global Centre For London -

which was completed in this period and is available on LLDC’s website: https://issuu.com/queenelizabetholympicpark1/docs/qeop_mipim_a5_brochure_web

The Chair and CEO appeared before the London Assembly Plenary on 5 September 2019 and we have continued to welcome foreign dignitaries visiting the Park. Our stakeholder newsletter was published and, internally, a new intranet has been launched to allow better information sharing across the Corporation.

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). The standing item in the Chief Executive’s Report to Board 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 period from July to September saw seven major event days in Stadium; one major event and various other smaller events in the public realm. Accidents remained low across the two months, proportionate to the visitor numbers. There have been no major incidents to report.

There have been three instances of cable strikes at East Bank construction sites, each has different causes and has been investigated; none were reportable incidents.

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, including leaving the EU.	Programme delays, budget impacts.	Continue political engagement work and briefings. Work through implications of withdrawal from the EU.	R
Risk about the impacts of Health and Safety failures, including East Bank.	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. Oversight through Health, Safety and Security Committee.	R

KEY RISKS

SUMMARY	IMPACT	MITIGATION	RAG
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
Future transition of LLDC activities.	Negative impacts on regeneration of the area.	Transition strategy being developed, updates presented to Board. Close working with key stakeholders.	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
Risk that HMRC rules against LLDC's Corporation Tax application.	Financial impact.	Tax and legal advice, engagement with HMRC, submit application in Q2 2019/20.	R
Risk relating to revenue budget.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control, savings and efficiencies, close working with GLA	R
Risk capital and revenue budget.	Financial and/ or delivery impacts. Reputational impacts.	Housing strategy, tight monitoring and financial control, savings and efficiencies, close working with GLA	R